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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Observations and recommendations on cross-cutting issues related to peacekeeping operations

Global field support strategy

Report of the Advisory Committee on Administrative and Budgetary Questions

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Abbreviations

AMISOM	African Union Mission in Somalia
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNPOS	United Nations Political Office for Somalia
UNTSO	United Nations Truce Supervision Organization

I. Observations and recommendations on cross-cutting issues related to United Nations peacekeeping operations

A. Introduction

1. The present report contains the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues relating to the financing of peacekeeping operations. In sections I.B and I.C below, the Advisory Committee addresses matters arising from the reports of the Secretary-General on peacekeeping operations, including, where relevant, reference to recommendations or observations of the Board of Auditors. The Committee's report on the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2009 is contained in document A/64/708. The Committee's observations and recommendations on the proposed global field support strategy are contained in section II below. Annex I contains a list of the documents related to peacekeeping that were considered by the Committee during its winter 2010 session.

2. The Advisory Committee notes the improved timeliness of the submission of reports of the Secretary-General on the financing of peacekeeping operations. The Committee recognizes that the improvement is the result of a joint effort at cooperation among departments.

B. General observations and recommendations

3. Since 1994, the Advisory Committee has issued an annual general report on the administrative and budgetary aspects of the financing of peacekeeping operations as a way to deal with the cross-cutting issues that emerge as a result of its consideration of the individual reports on the peacekeeping missions. The General Assembly traditionally adopts a resolution on cross-cutting peacekeeping issues which responds to many of the issues raised by the Committee in its general report on peacekeeping operations. For a variety of reasons, the Assembly has not adopted such a resolution for the last two peacekeeping cycles (2008/09 and 2009/10). **Accordingly, the Committee has, in some cases in the present report, reiterated and built upon previous recommendations; however, the present report should be read in conjunction with the Committee's last two general reports (A/62/781 and A/63/746), as well as its report on the report of the Board of Auditors (A/64/708). The Advisory Committee points out that many of the recommendations it made in its two previous general reports required no legislative mandate for implementation, but rather dealt with issues of good administration and management. Should the Assembly decide not to issue a cross-cutting resolution for the 2010/11 budget period, the Committee expects that the Secretary-General, in preparing the proposed budgets for the next cycle, will take into account the Committee's cross-cutting observations and recommendations.**

4. **The Advisory Committee is disappointed that the Secretary-General's overview report on the financing of United Nations peacekeeping operations (A/64/643) does not provide more analysis. In the Committee's view, there is little value in continuing to issue this report yearly if it remains, in essence, an**

executive summary of the individual peacekeeping budgets. In this connection, the Advisory Committee reiterates that the overview report should focus on the main challenges and emerging trends and make clear recommendations for action by the General Assembly (see A/63/746, para. 3).

5. The Advisory Committee points out that, for example, one factor hindering a holistic understanding of all the elements that go into the peacekeeping budgets is the fact that, for the most part, the Secretariat does not present a picture of the progress made in the many multi-year projects and management initiatives that relate to or affect peacekeeping. These range from Organization-wide reforms and initiatives such as the new system for the administration of justice, talent management and the implementation of General Assembly resolution 63/250, to information and communications technology-related initiatives in such areas as rations, fuel and air transport management, and management initiatives such as the use of "Tiger teams" and Abacus teams to improve human resources and budgetary management at the field level. While requests for resources for such projects are presented in the proposed budgets of the support account, UNLB and the individual missions, the overall financial implications, expenditures and progress in implementation are not brought together in a way that facilitates evaluation of the impact of the initiative or the need for requested resources. In this connection, the Committee notes that the Secretary-General, in his overview report on peacekeeping operations (A/64/643, para. 9), asserts that a comprehensive review of management initiatives is contained in his report on the proposed global field support strategy; however, the Committee finds no such review in the document.

6. **It is the Advisory Committee's view that, having implemented such reforms or initiatives, it is incumbent upon the Secretary-General to report on the experience of implementation, including resource implications, and the success or failure of the initiatives. However, the Committee continues to believe that continuity and perseverance are required in the implementation of new measures; this would assist in the accomplishment of the desired results and facilitate evaluation of whether the intended goals have been achieved.**

7. **As an annual report, the overview report would be an appropriate place to present information on progress in peacekeeping-related initiatives. Accordingly, the Advisory Committee requests that the next overview report provide a progress report on multi-year projects, initiatives and reforms relating to peacekeeping, which should include a summary of the progress made in implementation and time frames for completion, as well as the financial implications, expenditures and efficiencies expected.** In this connection, the Committee recalls its recommendation, which was endorsed by the General Assembly in its resolution 63/287, that the Secretary-General submit to the Assembly, at its resumed sixty-fifth session, a report substantiating the strategic and operational benefits achieved through the restructuring of the Department of Peacekeeping Operations and the Department of Field Support and reform and business processes (A/63/841, para. 26).

8. Table 7 of the overview report (A/64/643) shows the total estimated requirements for the 2010/11 period for 16 missions, the United Nations Logistics Base at Brindisi and the support account for peacekeeping operations, which amount to some $8.4 billion, an increase of 6.4 per cent in comparison with the apportionment for 2009/10 of $7.9 billion. It is indicated in table 9 of the report that

the proposed budgets for 2010/11 include an estimated total of 28,014 posts and temporary positions, a net decrease of 286 posts and positions in comparison with the total of 28,300 approved for the 2009/10 period. Military and police personnel now number over 115,000.

9. The Advisory Committee notes that the surge in peacekeeping that characterized the last decade has levelled off. Indeed, a number of missions are in some stage of drawdown or transition to peacebuilding. The resource proposals for 2010/11 therefore in many cases reflect a focus on strengthening the rule of law, support for disarmament, demobilization and reintegration, mine action, and support for security sector reform.

10. In his remarks to the Advisory Committee, the Under-Secretary-General for Peacekeeping Operations referred to the linkages between peacekeeping and peacebuilding and the various roles undertaken by peacekeeping operations in the process. These may include direct delivery on peacebuilding tasks relating to disarmament, demobilization and reintegration, mine action, police, corrections, justice and security sector reform and, at times and as mandated, the provision of support to critical areas where others are in the lead, such as socio-economic recovery. The Committee was informed that the Department of Peacekeeping Operations was developing a strategy to guide the identification, prioritization and sequencing of critical early peacebuilding tasks to be undertaken by peacekeepers and was refining its thinking on the process of exit and transition from peacekeeping. In this connection, the Committee notes that the Secretary-General has proposed resources under the 2010/11 budget for the support account for a six-month consultancy to coordinate the consultative process and undertake the analysis required to finalize the strategy. **The Advisory Committee expects that all concerned stakeholders will be engaged in this deliberative process and that the Secretary-General will convey the outcome of the consultancy to the General Assembly. Further, the Committee recommends that an analysis of the reprofiling of resources resulting from the transition from peacekeeping to peacebuilding be provided in the next round of budget submissions.**

11. **The Advisory Committee believes that, in order to assist those missions that are mandated to transition from peacekeeping to peacebuilding, it will be essential to document the lessons learned and to build on the experience gained from the missions that have transitioned thus far. For example, as missions draw down or transition, one of the issues that will need to be considered is that of sustaining the investment in national capacity-building to help national staff in reintegrating into the local job market.** The Committee notes that in UNMIL, for example, efforts are being made to assist national staff in identifying job opportunities through the establishment of a career development centre, which has created links with local employers and relays local vacancies to national staff. Depending on the experience in implementation, this is a practice that could potentially be replicated in other downsizing missions.

12. The Advisory Committee notes that thus far the structures of follow-on peacebuilding missions appear to mirror those of the peacekeeping operations that preceded them. **The Advisory Committee points to the need to ensure that the peacebuilding missions are not burdened with overly complex structures.**

13. The Advisory Committee notes that peacekeeping increasingly involves more mobile contingents and that the missions have taken a number of steps to adapt the

support function to this reality. MONUC, for example, is implementing a mobile concept of military operations consisting of more frequent and rapid redeployments. The new UNOCI concept of operations involves fewer troops performing static missions and more troops patrolling throughout its area of responsibility. **The Advisory Committee requests that, in his next overview report, the Secretary-General outline the implications of the increased mobility of contingents for mission support.**

14. The Advisory Committee notes that the Secretariat, in many cases, has cited the complexity of the missions and the new roles related to peacebuilding as a justification for increased requirements, now that the surge in peacekeeping activities appears to be abating. **While the Committee does not dispute the fact that, with more recent peacekeeping mandates, missions have been given new roles, it nevertheless expects that, as missions draw down or transition to peacebuilding, overall resource requirements will decrease.**

C. Reports of the Secretary-General on the financing of peacekeeping operations

1. Budget presentation

15. As indicated in paragraphs 19 to 21 of the overview report (A/64/643), following a joint lessons learned exercise conducted by the Department of Management and the Department of Field Support, a number of changes have been introduced in the presentation of the proposed budgets. These include:

(a) The introduction of a pilot project involving MONUC, UNIFIL and UNMIL aimed at improving the presentation of the results-based-budgeting frameworks for the support component;

(b) The inclusion of a brief outline in the introductory section of each results-based-budgeting component summarizing the staffing changes for the component and highlighting the challenges facing the Mission and the structural changes compared with the previous budget period;

(c) The identification of six categories of possible action with respect to staffing: post establishment, post reassignment, post redeployment, post reclassification, post abolition and post conversion. Definitions are provided in an annex to each budget document.

16. **The Advisory Committee welcomes the effort to refine the budget presentation and looks forward to continued improvement. However, in the Committee's view, the section on planning assumptions should be further developed so as to provide a more accessible narrative which would give a clearer presentation of overall resource requirements and programmatic aspects and describe not only planned initiatives but also the linkage to current operational requirements.** In UNMIS, for example, one of the salient features of the proposed budget for the 2009/10 financial period was a change in the Mission's operational strategy from a sector-level concept to a State-level concept in order to align its substantive component with the political and administrative structures in the Sudan. However, little information is provided in the budget report on how the resources requested build on the measures taken in the previous year.

17. **In general, the Advisory Committee has found that the presentation in the proposed budgets is heavily oriented towards information on objects of expenditure rather than a clear description of the activities envisaged and the resources required to undertake them.** The Committee notes, for example, that in the presentation of the Office of Information and Communications Technology in the proposed budget for the support account, it is difficult to understand how the resources requested — posts, general temporary assistance and non-post requirements — interact to make up the various projects. **With respect to mission support, clear information should be provided on multi-year engineering and infrastructure projects and on how the resources requested are aligned with the programme of work for such projects.**

18. As mentioned in paragraph 15 (a) above, a pilot project has been undertaken involving MONUC, UNIFIL and UNMIL that is aimed at improving the presentation of the results-based-budgeting frameworks for the support component. For those three missions, the framework for the support component in the body of the report reflects only the indicators of achievement and relevant outputs related to service improvements, while the standard support outputs and mission-specific specialized outputs have been moved to an annex to the report, which shows two comparative periods. The Advisory Committee was informed that it was intended that the pilot project would continue for two full budget cycles. **The Committee will assess the extent to which the pilot project has contributed to improved presentation once it has been completed. The Committee's initial impression, however, is that the new format does not simplify or enhance the thoroughness of the review of the proposed budgets. In fact, the inclusion of part of the framework in the main body of the report and the rest in an annex, in the Committee's view, complicates consideration of the proposed budgets.**

19. The Advisory Committee notes the introduction of the definitions describing the various types of action concerning posts, as an effort to improve transparency. One new concept that has been introduced in the definitions is the practice of the reassignment of an approved post to functions unrelated to the intended original functions. **The Committee recognizes that the practice of reassignment provides a degree of flexibility which may be desirable in a fast-paced peacekeeping environment. The Committee has held the view that, in general, posts that had been established for functions that are no longer required should be abolished and the need for a new post justified. With that in mind, the Committee will continue to carefully scrutinize staffing proposals in each mission, including reassignments.**

20. As was the case in 2009/10, the proposed budgets for 2010/11 include a section on the efficiency gains to be achieved during the period, as does the Secretary-General's overview report (see A/64/643, paras. 60 and 61 and table 5). The proposed budgets of the peacekeeping missions reflect some $23.7 million in efficiency gains, principally in the support component, including logistical, administrative and security support for missions. **The Advisory Committee continues to believe that the scope of efficiencies could be expanded to include other components. Furthermore, the Committee notes a continued lack of clarity as to what exactly constitutes an efficiency gain. In this connection, the Committee reiterates that a distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in the implementation**

of programmed activities or their non-implementation (see A/63/746, para. 16). The Committee notes, for example, that in the performance report for UNMIL for 2008/09 the Secretary-General speaks of "savings" attributed to the non-purchase of rations. **The Committee notes the definition of efficiency gains put forward by the Secretary-General (see A/64/643, para. 60). The Committee broadly views efficiency gains as the achievement of the same result with fewer resources.**

21. The Advisory Committee notes that throughout the peacekeeping budget submissions, the term "partnerships" is used frequently but inconsistently. Sometimes it is used to refer to the interaction between the United Nations and its recognized partners under the terms of General Assembly resolution 60/1. In other cases, it is used to refer to relationships between entities of the Secretariat or interactions between the Secretariat and entities both within and outside the United Nations system. **The Advisory Committee continues to be of the opinion that the concept of partnerships requires clarification (see A/64/7, para. II.10).**

2. Financial management and budgetary issues

22. In its most recent general report on peacekeeping operations (A/63/746), the Advisory Committee discussed the discretion that missions have to redeploy funds between classes of expenditure (military personnel, civilian personnel and operational costs) with authorization from the Controller. The Committee was provided with information on redeployments for each mission in the package of supplementary information provided to it. Upon request, the Committee was provided with a list of such redeployments in all missions for 2008/09 (see annex II). **In the Committee's view, this information is relevant to the General Assembly's consideration of the performance reports, and it therefore reiterates its recommendation that future performance reports should include a fuller explanation of the redeployments between major expenditure categories that are authorized by the Controller (see A/63/746, para. 15).**

23. As indicated in paragraph 21 of the overview report (A/64/643), a number of initiatives have been undertaken to improve cost estimates, including: (a) a thorough review of the vacancy factors for all categories of personnel; (b) budgeting of national staff salary costs using World Bank exchange rate forecasts for the local currency for 2011; and (c) budgeting of fuel based on mission-specific average actual fuel prices for the latest available six-month period for each mission. With respect to item (b) above, the Committee was informed upon enquiry, that, excluding the four missions for which national staff salaries are paid in United States dollars (MONUC, UNMIL, UNMIT and UNOMIG), appropriations for national staff represented an average of 9.7 per cent of total field appropriations in 2008/09 and expenditure for national staff represented 8.8 per cent of total field expenditures for the same period. Upon request, the Committee was provided with the following table comparing national staff cost calculations based on the World Bank exchange rate forecasts for 2011 and the United Nations operational rate of exchange as at 31 December 2009:

(Thousands of United States dollars)

Peacekeeping mission	*World Bank rate*	*United Nations rate*	*Variance*
UNAMID	66 145.2	63 911.1	2 234.1
UNMIS	67 887.4	61 378.5	6 508.9
UNDOF	2 853.3	3 603.5	(750.2)
UNIFIL	35 788.4	35 927.2	(138.8)
UNLB	18 395.1	18 580.9	(185.8)
UNOCI	19 821.9	20 411.0	(589.1)
UNFICYP	8 694.7	8 782.5	(87.8)
UNMIK	7 216.7	7 289.2	(72.5)
MINURSO	3 539.7	3 539.7	0.0
Total	**240 641.2**	**234 081.7**	**6 559.5**

The Committee expects that an assessment of the impact of these measures will be provided in the overview report to be presented to the General Assembly at its sixty-sixth session, which will include information on budget performance for the period.

24. The methodology used for estimating international staff costs is described in paragraphs 23 to 25 of the overview report (A/64/643). The Committee was informed, upon enquiry, that the actual expenditures recorded to date for the current period do not fully reflect all the costs arising from General Assembly resolution 63/250. This is due to the fact that payments related to a number of entitlements, such as mobility allowance and the education grant, are yet to be recorded. Entitlements for mobility allowance are currently in the process of being reviewed by the Field Personnel Division, and reimbursement for the education grant is normally claimed by staff members at the end of the school year, in May or June. The actual cost of the new contractual arrangements will therefore become clear only once the financial accounts for the 2009/10 budget period are closed, with all salary-related expenditures recorded. Accordingly, the Secretary-General, in preparing the budget estimates for 2010/11, has based estimates for international staff salaries on the salary scales effective 1 January 2010 and has used the same ratio of common staff costs to salaries as was used in 2009/10.

25. The Advisory Committee points out that there may be some costs associated with the implementation of the reforms instituted following the adoption of resolution 63/250 that are not as immediately obvious as changes in entitlements to peacekeeping staff. The Committee notes, for example, that three new posts (1 P-3 and 2 General Service (Other level)) are requested under the support account for the Accounts Division to deal with the additional workload in the Payroll and Disbursements Section owing to the increase in the number of staff on 100-series appointments (and therefore on payroll at Headquarters) from 1,500 to 7,500. With respect to this additional requirement, the Committee enquired whether there were to be corresponding reductions elsewhere, but no such assurance was forthcoming. **The Advisory Committee expects that the Secretary-General's report on human resources management to the General Assembly at its sixty-fifth session will contain an interim analysis of the financial implications of the reforms**

instituted in implementation of resolution 63/250, including information on expenditure thus far, as well as a projection of future costs, including associated costs, wherever possible.

26. A number of functions that could be considered backstopping functions have been transferred or proposed for transfer from sections at Headquarters to UNLB[1] and consequently have been or are to be moved from the budget of the support account to the budget of UNLB (see General Assembly resolution 63/287). **The Advisory Committee is concerned that the way in which these requirements are currently presented renders it difficult for the General Assembly to get a picture of the totality of the resources dedicated to a particular function or business process. Furthermore, such an arrangement complicates reporting lines. The Advisory Committee requests the Secretary-General to consider presenting a consolidated resource request for all support functions irrespective of their physical location in order to facilitate evaluation of the totality of resources dedicated to those functions.**

27. The Advisory Committee notes the statement in the proposed budget for the support account for peacekeeping operations that "the proportion of support account requirements as a percentage of total and projected (2010/11 period) resources for peacekeeping operations, including UNLB, remained at approximately 4 per cent and is broadly commensurate with the growth in peacekeeping activities and the resulting support requirements" (see A/64/697, para. 5). **The Committee considers that, given the nature of its activities, the resource requirements for UNLB should be taken into account in any analysis of the overall share of the budget related to support requirements.**

3. Military and police personnel

28. The Advisory Committee notes that a number of avenues are being explored to reduce the cost of troop rotation. As indicated in paragraph 33 of the overview report (A/64/643), the Secretary-General intends to use a jetliner on long-term charter for troop rotations in Central and East Africa. According to the Secretary-General, it is expected that this will lower costs significantly and provide for greater flexibility. Furthermore, the workload associated with numerous short-term contracts would be reduced. Upon enquiry, the Committee was informed that there had been delays in the procurement process and that it was expected that the regional jetliner would be operational by 15 May 2010. UNFICYP continues to use commercial flights for the rotation of troops rather than charter flights, and this has been found to be cost-effective. **The Advisory Committee encourages the Secretary-General to continue to seek ways to facilitate troop rotation and to reduce costs, while maintaining a high level of service to troop- and police-contributing countries. The Secretary-General should apply lessons learned in this regard and report in the next overview report on the measures taken and the results achieved.**

29. The Advisory Committee was informed that, among the 13 rations contracts in peacekeeping operations, UNMIL, UNOCI, UNAMID, MINURCAT, UNIFIL, MINUSTAH, MONUC, UNMIS, UNMIT and UNSOA are under full-service

[1] For example, the Reference Checking Unit, the Standing Police Capacity and the field central review bodies secretariat (proposed). The Standing Justice and Corrections Capacity is proposed for establishment at UNLB.

turnkey arrangements whereby food rations are delivered to team site locations. Some remote locations, however, may require onward transportation by the missions, as delivery is otherwise operationally impossible. Under the turnkey contract, the rations contractor assumes all economic, operational and liability risks and is paid only for the costs of the food actually delivered. MINURSO and UNDOF have turnkey contracts, but contractors are not permitted access to contingent forward locations. **The Committee recommends that the Secretary-General, in his next overview report, provide information on the overall requirements for rations for all missions in comparison with the preceding period, the factors that have led to changes in resource requirements, and the experience gained in the implementation of the turnkey rations contracts, including an analysis of efficiencies and effectiveness and the impact on the staffing of the missions, as well as on local economies. The Committee stresses that the key indicators used to measure the performance of rations contractors must include the quality of the food provided and its timely availability.** The Advisory Committee has also discussed this issue in some detail in its report on the financing of MONUC (see A/64/660/Add.8, paras. 72-75).

30. In section IV.D of its most recent general report on administrative and budgetary aspects of the financing of peacekeeping operations (A/63/746), the Advisory Committee discussed in detail the issue of death and disability compensation and the reports of the Secretary-General on that issue (A/62/805 and Corr.1 and A/63/550). The consideration by the General Assembly of both the Secretary-General's reports and the corresponding report of the Advisory Committee has been deferred to the sixty-fourth session (see General Assembly decision 63/550 C).

31. The Advisory Committee notes the information on death and disability compensation provided in section VII of the overview report. Upon request, the Committee was provided with an updated table showing the status of claims for death and disability compensation as at 18 February 2010 (see annex III). **The Committee expects that every effort will be made to streamline processes and settle outstanding claims expeditiously. The Committee also expects that the next overview report will provide more detail on this issue to permit an understanding and a comprehensive review of the underlying causes for the large number of outstanding claims.**

4. Civilian personnel

32. **The General Assembly will take up human resources issues at its sixty-fifth session, in the fall of 2010. That session will be especially significant in that the reforms introduced at the sixty-third session as the result of the adoption of Assembly resolution 63/250, many of which affect peacekeeping, will be evaluated. With that in mind, in the present report the Advisory Committee has sought to keep its discussion of personnel issues brief; however, a number of issues came up during the Committee's consideration of peacekeeping that deserve comment now.**

Implementation of General Assembly resolution 63/250

33. In its most recent general report on peacekeeping operations, the Advisory Committee discussed in some detail the changes that were to come into effect with the implementation of General Assembly resolution 63/250 (see A/63/746,

paras. 23-28). In the context of its consideration of the proposed budgets for 2010/11, the Committee requested an analysis of the problems and benefits encountered thus far in the implementation of resolution 63/250. The Committee was informed that principal among the perceived benefits was the integration of field and Headquarters staff into one global Secretariat under one set of staff rules, which has removed certain barriers to mobility and created greater career development opportunities for field staff. Furthermore, the discontinuance of the 300-series appointment has provided for greater equity in the salaries and allowances of field staff; the majority of field staff were employed under 300-series appointments prior to July 2009, and those staff are now eligible for additional entitlements and benefits, such as family visit travel and the education grant. Moreover, the conditions of service of mission staff are now aligned with those of the Secretariat, which include, among other things, payment of mobility and hardship allowances. In addition, field staff now have travel time added to their rest and recuperation breaks.

34. The Advisory Committee was informed, however, that the Secretary-General considers that a number of issues remain to be addressed, including the designation of duty stations as family or non-family and compensation for staff assigned to non-family duty stations for the cost of maintaining a separate residence for their families. With respect to this last issue, the Committee was informed that, since the General Assembly had decided to keep the conditions of service in the field under review, the Secretariat would be working with other United Nations common system organizations and the International Civil Service Commission on proposals for addressing the issue of compensation for a second household, which is expected to be presented to the General Assembly at its sixty-fifth session.

Staff recruitment and retention

35. The Advisory Committee was informed that the average vacancy rate for international Professional staff for the period from 31 January to 31 December 2009 was approximately 29 per cent, while the average turnover rate for the same period, which had improved slightly, was nearly 24 per cent. In 2009, 38 per cent of staff had served less than one year in a mission, and for the six-month period from July to December 2009, a total of 180 staff transferred from one mission to another. The Committee notes that, in some missions, key positions remain to be filled. In UNAMID, for example, there were 2 D-2, 7 D-1 and 20 P-5 posts vacant as at 31 March 2010. **The Advisory Committee continues to be concerned at the persistent high vacancy and turnover rates experienced by the missions and notes that the lack of adequate staffing has the potential to put the implementation of mission mandates at risk. Furthermore, vacancies at senior levels can have repercussions, among other things, for the proper delegation of authority and oversight.**

36. The Advisory Committee points out that, apart from the disruption to operations that a high rate of turnover brings with it, the cost to the Organization of moving staff multiple times in a short period is high. Furthermore, the Committee notes that missions have a tendency to "poach" staff from other missions. **The Committee reiterates its belief that measures should be taken to support a minimum period of assignment. Furthermore, the practice of allowing staff who have arrived recently to be recruited by other missions should be curtailed (see A/63/746, para. 31). The Committee requests the Secretary-General to**

provide information in his next overview report on the measures he is taking to address this matter.

37. On the opposite end of the spectrum, the Advisory Committee notes that many of the established missions have quite a few staff who have served with them for longer than five years. The Committee recalls that, prior to the adoption of General Assembly resolution 63/250, international staff recruited for peacekeeping operations were given primarily appointments limited to service with a specific mission. Movement between missions was not inherent in the staffing regime. The Committee was informed that it was expected that the streamlined contractual arrangements approved by the General Assembly in its resolution 63/250 and the introduction of field central review bodies would help to remove many of the contractual barriers hindering mobility between missions, as well as between missions and Headquarters. Further, it is intended that, in developing a revised staff selection system, provisions will be put in place to better manage the assignment of staff in established missions, including the implementation of a maximum standard length of assignment of five years. **The Committee considers it important that the Organization use its experienced peacekeeping staff in a manner that fosters the sharing of knowledge and skills.**

38. It is expected that the reforms introduced with the adoption by the General Assembly of its resolution 63/250 will have a positive impact on staff recruitment and retention. One of the key elements of reform aimed at tackling the issue of high vacancy rates was the establishment of occupational rosters. Upon request, the Advisory Committee was provided with an update on the establishment of field central review bodies. The Committee was informed that there are currently 123 members of the field central review bodies in various peacekeeping operations and special political missions, who meet virtually to review recommendations on candidates to be placed on the occupational rosters from which missions can select to fill vacancies. The members of the field central review bodies are volunteers. All members have been trained, and Chief Civilian Personnel Officers from all missions have also been trained on how to present cases to the field central review bodies. There are plans to add another 50 members to the field central review bodies and to supplement virtual reviews with in situ reviews in Brindisi or Entebbe. During such sessions, members of the field central review bodies conduct face-to-face meetings at the designated location and review cases on a full-time basis. The first in situ session was held in Entebbe in mid-January 2010, resulting in the endorsement of 392 candidates for the roster.

39. Upon enquiry, the Advisory Committee was informed that, as at 14 April 2010, a total of 1,125 candidates had been endorsed by the field central review bodies and were available for selection from the roster. Of those, 555 candidates were staff who were formerly on 200/300 series appointments. The Committee was informed that 3,620 former 200/300 series staff (including the 555 who have already been through the field central review bodies process) had been reappointed to fixed-term appointments under the new arrangements effective 1 July 2009 and were therefore eligible to apply for rostering. **The Committee points out that the mobility and improved career development that are expected to result from the inclusion of all staff under one set of staff rules depend upon endorsement of staff who were formerly on 200 and 300 series appointments by the field central review bodies for inclusion in the occupational rosters. Absent such endorsement, the staff**

member's assignment remains limited to service with his or her current mission.

40. **The Advisory Committee expects that the establishment of occupational rosters will begin to show results in terms of a significant lowering of vacancy rates. The Committee recommends that the Secretary-General undertake an initial assessment of the impact of the reforms associated with the implementation of resolution 63/250, including the occupational rosters, on staff recruitment and retention. That assessment should be provided to the General Assembly at its sixty-fifth session for its consideration of human resources management issues.**

41. The Advisory Committee was informed that the Department of Field Support continued to deploy "Tiger teams" to some of the missions to provide assistance relating to the recruitment and administrative and technical human resources management needs. Staffing selection Tiger teams provide advice, general guidance and training to programme managers on the overall recruitment and selection process, including policies, guidelines, procedures and processes and their role in those processes with regard in particular to technical clearance, the preparation of comparative evaluation worksheets and the conduct of competency-based interviews. The Committee was informed that the missions to which staffing selection Tiger teams are deployed are delegated the authority to technically clear and select candidates up to and including the level of the Director of Administration/Chief Administrative Officer. In 2008/09, staffing selection Tiger teams were deployed to MINURCAT, UNAMA and UNAMID, with some measure of success. A small Tiger team was sent to UNMIT, but there were no tangible results. Consequently, the team was dissolved and UNMIT was given delegated authority to recruit up to the D-1 level, which led to a decrease in the vacancy rate from 24 per cent in September 2008 to the current rate of 20 per cent. UNAMID had a recruitment Tiger team with full recruitment authority for all international positions up to and including the D-1 level. As at 1 January 2009, the Tiger team became part of the UNAMID Human Resources Section as a Recruitment Cell, retaining all authorities given to the Tiger team. The vacancy rate for the mission dropped from some 76 per cent in January 2008 to 52 per cent in December 2008. It currently stands at 27 per cent.

42. **While the Advisory Committee notes the work of the Tiger teams, it points out that this is a fairly cost-intensive process in that it involves a significant amount of travel of staff from Headquarters to the missions, as well as time away from regular duties for the staff assigned to the teams. In this connection, the Committee notes with interest the UNAMID experience, whereby the capacity of the Tiger team has been subsumed into the staffing of the mission and the authority delegated to the mission, as a possible model for application to other missions in future. The Committee requests that an analysis of the Tiger team experience be provided in the next overview report.**

Human resources action plans

43. In its most recent general report on peacekeeping operations, the Advisory Committee commented on the implementation of human resources action plans and the development of a Web-based human resources management tool for data compilation that would assist missions in meeting the objectives and targets of their

human resources action plans (A/63/746, para. 33). Upon enquiry concerning progress in this regard, the Committee was informed that the human resources action plan module had been introduced to all peacekeeping missions, followed by a roll-out to special political missions effective 1 January 2009. The Committee was further informed that the action plan allows missions to self-monitor their human resources management performance for relevant indicators using baseline statistics and to report performance in an accurate manner. Action plan indicators are currently being aligned with those of the Secretariat, allowing data from field missions to be integrated, for the first time, into the 2010 report of the Office of Human Resources Management to the Management Performance Board. **The Advisory Committee trusts that progress in the implementation of human resources action plans in the peacekeeping operations will be reported in the next overview report.**

Inspira

44. A new technology platform is being launched to support the talent management framework. The new system, which is called *inspira*, will replace several of the current human resources systems, including Galaxy, Nucleus and e-PAS. The first module of the system, which allows the building of job openings and the creation of applicant profiles, was launched at the end of March 2010. As of the end of April 2010, all new job openings in the United Nations Secretariat will be posted on *inspira*, with the peacekeeping operations to follow in September. The Advisory Committee was informed that the performance management module would be deployed to the entire Secretariat in April 2011 and the learning management module to the Secretariat starting in October 2010 and to the field missions in January 2011. As to the anticipated costs of the system, the Committee was informed that it was expected that the operations of *inspira* would stabilize at approximately $3.5 million annually for the support account and approximately $650,000 for the regular budget. In addition, the Office of Human Resources Management has two support account posts and two regular budget posts supporting the project. **The Committee looks forward to considering the progress made in the implementation of the *inspira* system during its consideration of human resources management issues at the sixty-fifth session of the General Assembly.**

Representation of troop- and police-contributing countries and women in peacekeeping staffing

45. The Advisory Committee recalls that the General Assembly, in its resolution 63/287, requested the Secretary-General to make further concrete efforts to ensure proper representation of troop-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, taking into account their contribution to United Nations peacekeeping. **The Committee requests that the efforts made to improve the representation of troop- and police-contributing countries be reported in future overview reports.**

46. The Advisory Committee notes that the gender imbalance in the staffing of field missions persists, particularly at senior levels. As at 31 December 2009, 79.5 per cent of the staff in all field missions, including political, peacebuilding and peacekeeping missions, were men and 20.5 per cent were women. It appears from the additional information provided to the Committee that the imbalance is most acute in occupational groups such as aviation, engineering, information systems and

technology, logistics, security and transport. Women were better represented in areas such as administration, human resources, human rights and social affairs. The Committee was also informed that the non-family nature of the majority of field missions was seen as a major disincentive to female candidates and that 92 per cent of the vacancies in field missions were located in non-family missions. Upon enquiry, the Committee was informed that the Field Personnel Division was seeking to address the imbalance through outreach efforts with a focus on attracting women candidates, which entailed mainly attendance at job fairs, and these efforts had yielded some success. **The Committee urges the Secretariat to continue its efforts in this regard and to explore other avenues for attracting qualified women candidates for peacekeeping operations, in particular for senior positions and in those fields where women are underrepresented.**

Designation of duty stations

47. The Advisory Committee recalls section II, paragraph 26, of General Assembly resolution 63/250, in which the Assembly decided to designate existing established missions as family missions and existing special missions as non-family missions, effective 1 July 2009. **In the Committee's opinion, the designation of duty stations as family or non-family should be based on the security situation on the ground, as well as on other pertinent objective factors. The Committee recommends that the Secretary-General submit proposals with regard to the designation of duty stations as family and non-family to the General Assembly at its sixty-fifth session for its consideration of human resources management issues.**

General temporary assistance

48. The Advisory Committee notes that there seems to be an increased tendency in the peacekeeping and support account budgets to request general temporary assistance for continuing functions. In many instances, the conversion of positions funded under general temporary assistance to posts is requested, and in a limited number of cases the reclassification of such positions is requested. In fact, especially in the support account budget, the number of staff funded under general temporary assistance is growing. **The Committee again emphasizes that, as a rule, general temporary assistance funding should be used in exceptional and/or peak workload circumstances, for the replacement of staff on maternity or sick leave, or for time-limited projects (see A/63/841, para. 56). Although exceptions are sometimes made by the General Assembly or recommended by the Committee, general temporary assistance funding should not be sought for functions of a continuing nature or for long periods. Furthermore, requests for general temporary assistance funding should not be resubmitted repeatedly for the same function, nor should recommendations in favour of such funding be viewed as carrying with them the expectation of conversion to posts in the next budget period. The Committee is concerned that this funding mechanism is increasingly being misused, with the result that the budgeting for personnel has become less transparent. The Committee recommends that future requests include an explanation for the continued use of general temporary assistance funding for a particular function, as well as an indication of the length of time the function has been carried out using such funding. Moreover, requests for**

conversion in missions that are drawing down should be made only in exceptional circumstances.

Deputy Force Commander posts

49. The Advisory Committee has recommended approval of the establishment of a post of Deputy Force Commander in UNMIS. The Committee notes that similar posts currently exist in MONUC, UNOCI, UNMIL, UNIFIL and UNAMID. **The Committee is of the view that the Secretary-General may wish to develop criteria for the establishment of such posts.**

5. Operational requirements

Air transportation

50. Excluding MINURCAT and MINUSTAH, for which budget proposals have not yet been finalized, total requirements for air operations for 2010/2011 amount to $885,321,800 for 234 aircraft. It should be noted that a total amount of $185,753,700 was apportioned for air transportation for MINURCAT and MINUSTAH in 2009/10 for 49 aircraft.

51. The Advisory Committee was informed that peacekeeping missions were again facing sharp increases in aircraft rental costs, particularly rotary-wing aircraft, as the result of the rise in market prices. The Committee was further informed that a number of strategies were envisaged for addressing these issues in 2010/11. These include: establishing a control centre to optimize the usage of aircraft in Central and East Africa to serve UNMIS, UNAMID, MONUC, MINURCAT, BINUB, UNSOA and UNPOS (see paras. 137-142 below), which is likely to lead to a reduction in the number of aircraft; emphasizing a greater role for the Joint Movement Control Centres in each mission to ensure that all modes of transport are optimized through advance planning and load consolidation; optimizing the use of regional passenger aircraft to undertake regional troop rotations; and developing inter-agency agreements to cater to surge requirements in order to minimize the need for standing capacity. The Committee was informed that, in pursuing this course of action, the Secretary-General has decided to limit increases in budget estimates for aircraft rental costs for 2010/11 to approximately 50 per cent of the increases that are suggested by current market prices.

52. According to the Secretary-General (see A/64/643, paras. 26-33), the Department of Field Support is taking a strategic approach to managing the acquisition and utilization of air assets among the large missions currently established in Africa through:

(a) The promotion of integrated movement operations to optimize assets regionally, combine and consolidate movements and share assets. In his report on the proposed global field support strategy (A/64/633), the Secretary-General discusses the functions of a regional Transportation and Movements Integrated Control Centre for the missions in Central and East Africa (the Committee comments on the Control Centre in paras. 137-142 below);

(b) The further promotion of a regional approach through the Strategic Air Operations Centre in Brindisi;

(c) The further promotion of a regional approach to aviation safety utilizing the Regional Aviation Safety Offices in Brindisi and West Africa, the latter to be established in consultation with UNMIL, UNOCI, the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) and UNOWA by May 2010, using existing resources within those missions and based in UNMIL;

(d) The development of an alternative aircraft source selection plan with the Procurement Division, utilizing the request for proposal procurement methodology on a pilot basis in 2010. The objective is to find innovative solutions to aircraft acquisition in the commercial marketplace;

(e) Review of troop rotation in Central and East Africa (see para. 28 above).

53. **The need for a regional approach to the management of aircraft has long been recognized by the General Assembly and the Advisory Committee. The Committee expects that the experience gained in respect of the regional approach and the use of long-term charters to conduct rotations and costs associated with the implementation of the approach, as well as any savings achieved, will be reported in the context of the comprehensive report on air operations requested in paragraph 55 below (see also paras. 137-142 below).**

54. In paragraphs 45 to 50 of its most recent general report on peacekeeping (A/63/746), the Advisory Committee expressed its concerns regarding a number of issues related to the effective management of air operations, including the need for progress towards integrated fleet management, the apparent lack of a consistent approach with respect to contracts, the lack of predictability of demand and the need for measures to encourage fuel efficiency.

55. **The Advisory Committee regrets that the Secretary-General has not addressed the issues raised and considers that they remain valid. The Committee therefore reiterates its request that the Secretary-General prepare a comprehensive report on air operations, taking into account the elements set out in paragraphs 45 to 50 of its most recent general report on peacekeeping operations (A/63/746), as well as the experience gained through the use of the regional approach, to be presented to the General Assembly at its resumed sixty-fifth session.**

Ground transportation

56. As indicated in paragraph 34 of the overview report, the current transport fleet of some 18,241 vehicles is valued at approximately $680 million. The Advisory Committee notes that a number of initiatives are planned that should reduce the requirements for spare parts holdings for vehicles. As indicated in paragraph 35 of the overview report, several systems contracts for spare parts have been established by Headquarters to enable missions to replenish stocks directly against those contracts without delay, thereby reducing stock levels, as well as generating savings in terms of storage space and personnel. In addition, in an effort to improve efficiencies in this area, UNMIS is outsourcing vehicle fleet repair and maintenance services, which it estimates will reduce the need for spare parts holdings from 5 per cent of vehicle inventory in 2009/10 to 3 per cent in 2010/11. **The Committee expects that the next overview report will provide more detailed information on these initiatives as well as on the progress made and the results achieved.**

Fuel management

57. The Advisory Committee was informed that, excluding MINURCAT and MINUSTAH, the total estimated fuel requirements in the proposed budgets for 2010/11 amount to $392,320,600 and that excluding MINURCAT, MINUSTAH and UNOMIG, an amount of $326,564,800 was apportioned for fuel in 2009/10. It should be noted that the total apportionment for fuel requirements for MINURCAT and MINUSTAH in 2009/10 amounted to $106,383,900.

58. According to the Secretary-General (see A/64/643, para. 36), a turnkey approach to fuel management is being implemented in a number of missions. Such an approach will limit the role of missions to contract management and quality assurance. The Advisory Committee was informed that six peacekeeping missions currently have turnkey contracts for fuel: MINURCAT, MONUC, UNAMID, UNIFIL, UNMIL and UNMIS. Of the six, the UNMIL contract is "into-plane", meaning the contractor delivers fuel directly to aircraft. Under the turnkey concept, the contractor is responsible for the management of the complete supply chain (supply and distribution) and site operations in support of all requirements for petrol, oil and lubricants. The contractor is responsible for all logistics, fuel stock, tankage, equipment and manpower to the point of delivery to a United Nations logistics hub or distribution point, as well for performing site operations, which include all functions required to dispense fuel to end-users throughout the mission. The Committee was informed that the benefits of the turnkey approach included decreased exposure to fraud; decreased operational and financial risk; reduced requirements for in-house capacity, including personnel; increased flexibility to scale support upward or downward; broader performance incentives/disincentives; and potentially lower life cycle service delivery costs. Upon request, the Committee was provided with a table prepared by a consultant in 2009 (table 1) comparing the cost per litre of fuel for in-house and turnkey arrangements in a sample of missions (MINUSTAH, UNIFIL, UNMIL) and showing the cost of the turnkey contracts for UNAMID and UNMIS. It should be noted, with respect to UNAMID and UNMIS, that both missions started with turnkey contracts; there is therefore no basis for comparison with in-house arrangements.

Table 1
Cost per litre of fuel for in-house and turnkey arrangements
(In United States dollars per litre)

Mission	*Service delivery*	*Fixed fuel cost*	*Operation and maintenance cost*	*Mobilization/ depreciation*	*Total cost*
MINUSTAH	In-house	$0.2630	$0.2704	$0.04727	$0.5806
	Turnkey	$0.1621	$0.1405	Nil	$0.3025
UNIFIL	In-house	$0.0321	$0.0842	$0.0028	$0.1191
	Turnkey	$0.0282	$0.0266	$0.0060	$0.0608
UNMIL	In-house	$0.1899	$0.0495	$0.0234	$0.2628
	Turnkey	$0.2100	Nil	Nil	$0.2100
UNAMID	Turnkey	$0.7252	$0.1707	$0.0588	$0.9547
UNMIS	Turnkey	$0.3307	$0.3129	$0.0551	$0.6987

Note: The UNMIL turnkey contract is into-plane only.
The MINUSTAH procurement process for its turnkey contract was stalled after negotiations. The above table uses the price and cost from the MINUSTAH offer and subsequent negotiations for comparison purposes.

59. The Advisory Committee was informed that in general, the larger the mission, the greater the economies of scale and the lower the cost per litre. The Committee was further informed that in the missions that were studied, a savings in dollars-per-litre cost of up to 50 per cent could be achieved for levels of consumption of between 1 and 3 million litres of fuel a month. Therefore, while MINUSTAH and UNIFIL demonstrate nearly a 50 per cent savings, UNMIL shows only a 20 per cent savings with turnkey operation.

60. For its part, MONUC is planning to implement hybrid fuel contracts that consist of fuel and comprehensive services by a commercial vendor at several key areas of the Mission and at additional vendor distribution points in the Mission's critical operational sites. In remote locations and locations where there are temporary military deployments, MONUC will continue to provide fuel support using existing in-house resources. The Advisory Committee was informed that a total of 92 posts were directly linked to the management of fuel supply in MONUC. The Mission estimates that there would be a reduction of 38 posts (5 international staff, 4 United Nations Volunteers and 29 national staff) following the implementation of the fuel hybrid contracts, with the reductions to be carried out in phases as each facility becomes operational.

61. Upon enquiry concerning the potential for reductions in other missions with turnkey contracts, the Advisory Committee was informed that for UNMIS, UNAMID and MINURCAT, staffing requirements had been planned in line with the management and oversight of the turnkey fuel support contracts from the outset and that therefore no staff reductions would result from the implementation of the turnkey contracts. The Committee was further informed that UNMIT was understaffed and that therefore no changes had been made in terms of staffing at the inception of the turnkey support contract. As UNMIL did not own or operate a strategic aviation fuel reserve until contract mobilization, it did not hand over a site or operations. Consequently, there was no reduction in staffing related to the new services provided directly at the airport. UNIFIL had reduced its staffing by two international and two national staff following mobilization of its turnkey contract in December 2008.

62. **The Advisory Committee trusts that, whatever model is used for fuel support, the need for a control environment that mitigates the risks to the Organization in this area will be given priority attention. The Committee expects that an assessment will be made of the efficiency and effectiveness of the turnkey arrangement and its potential for application to other missions. The assessment should be included in the overview report to be submitted to the General Assembly at its sixty-sixth session, which will include information on budget performance for the 2010/11 period.**

Information and communications technology

63. A regional information and communications technology initiative is proposed for four established field missions located in close geographical proximity (UNIFIL, UNDOF, UNFICYP and UNTSO). Those missions have a client base of approximately 16,693 personnel who are provided with information and communications technology services supported by 207 communications and information technology personnel. The four missions manage a non-expendable

information and communications technology inventory valued at more than $55 million and have a combined annual budget of some $30 million.

64. The Advisory Committee was informed that, until now, inter-mission support and cooperation had taken place on a "best-efforts" basis. The Secretary-General is proposing a unified regional management structure for information and communications technology (not centralized in one mission) to enhance capacity and harmonize support. The Committee was informed that UNFICYP is to provide off-site capability for the other three missions for regional data storage. The proposal includes the establishment of the post of a Regional Chief of Information and Communications Technology Services in the UNIFIL budget, and a Deputy position, which is included in the UNDOF budget. It is proposed that both of those posts be provided through the reclassification of existing posts. The Committee was informed that the initiative was also designed to enhance capacity to harmonize support to United Nations agencies, funds and implementing partners operating in the region.

65. The Advisory Committee was informed that the overall benefits of the initiative include a reduction of 17 posts in the UNIFIL budget (7 international and 10 national) from 1 July 2010, a reduction in equipment costs due to the decrease in regional spare parts holdings (from 7.5 per cent of inventory value to 5 per cent), the use of identical equipment platforms and a reduction in commercial communications costs owing to lower requirements for the regional satellite transponder lease, as well as efficiency gains due to service delivery uniformity. Initial projections indicate a collective recurrent annual savings of more than $3.5 million. Upon request, the Committee was provided with a table detailing the resource implications for 2010/11 (see annex IV).

66. **The Advisory Committee sees merit in the proposal to strengthen and formalize the regional coordination of information and communications technology services in UNIFIL, UNDOF, UNFICYP and UNTSO and requests that a progress report be provided in the next overview report of the Secretary-General.**

6. Other issues

Training

67. In paragraphs 138 to 149 of its previous general report on administrative and budgetary aspects of the financing of peacekeeping operations (A/63/746), the Advisory Committee discussed in detail the issue of training in peacekeeping and the report of the Secretary-General on that issue (A/63/680). The consideration by the General Assembly of both the Secretary-General's report and the corresponding report of the Advisory Committee has been deferred to the sixty-fourth session (see General Assembly decision 63/550 C). **The Committee's conclusions and recommendations in this respect remain valid. In particular, the Committee reiterates its recommendation that the Secretary-General be requested to prepare a comprehensive report on training in peacekeeping that would address the issues set out in paragraph 148 of its report (A/63/746).**

68. Upon request, the Advisory Committee was provided with additional information concerning the external evaluation of the Senior Mission Administration and Resource Training Programme (SMART), which is referred to in paragraph 49

of the overview report. The Committee was informed that the evaluation recommended that a number of areas be reinforced or added as part of the training offered by the programme, namely: (a) strategic planning and risk management skills and competencies; and (b) accountability and the interlinkages of responsibility, liability, reporting and monitoring systems, as well as the personal liabilities and implications of the judgements of the administration of justice system. The evaluation also recommended inclusion of training modules on the International Public Sector Accounting Standards and on enterprise resource planning. The Committee was informed that the Organization had invested some $7 million in the programme thus far and that approximately 120 participants had successfully completed it. **In the light of the significant investment of the Organization in the SMART programme, the Committee recommends that the Secretary-General include in his comprehensive report on training in peacekeeping (see para. 67 above) an assessment of the effectiveness of the programme in training staff for the functions involved, as well as evidence of improved performance of staff in the field.**

Mine action

69. As one of the tasks essential to stabilization and the early consolidation of peace, support for basic safety and security through mine action is one of the key peacebuilding roles through which peacekeeping operations can have an impact. A number of missions have active, ongoing mine action programmes. In UNMIS, for example, the United Nations Mine Action Office is working in partnership with the national mine action authorities to transition mine action activities to full national ownership by June 2011. The transition is being carried out through on-the-job training for and the mentoring of national staff, as well as the co-location of United Nations personnel in national mine action offices.

70. The Advisory Committee was informed, upon enquiry, that MINURSO was striving to improve the management of information relating to mine action. In cooperation with the Geneva International Centre for Humanitarian Demining, an information management system for mine action has been installed at MINURSO and shared with the Royal Moroccan Army and other partners in order to facilitate the recording of data on hazardous areas and demining operations.

71. **The Advisory Committee urges the Secretary-General to continue to pursue these important efforts in the area of demining and encourages him to seek ways to facilitate the dissemination of relevant information to the general public.**

Environmental impact of missions

72. The Organization is increasingly putting into effect measures to mitigate the environmental impact of field missions in host countries. As indicated in paragraph 38 of the overview report (A/64/643), a directive defining an environmental policy for United Nations field missions was promulgated in June 2009. In addition, an environmental focal point has been appointed in each field mission and, in a number of missions (MINUSTAH, MONUC, UNMIL, UNMIS and UNOCI), posts for full-time Environmental Officers have been established. Examples of environmental initiatives can be found throughout the budget proposals. In 2010/11, UNMIS intends to maintain its focus on reducing its environmental impact through the

acquisition and installation of seven waste thermal biological incinerators with energy recovery and clean air technology. UNMIL will prepare an assessment report on the Mission's environmental impact and related remedial actions in consultation with the Government of Liberia. During the same period, UNOCI will introduce an environmentally friendly wastewater treatment system and outsource the collection and disposal of septic waste to a private contractor in accordance with the environmental regulations of Côte d'Ivoire. MONUC intends to implement solar projects and to harvest rainwater. It will improve its compliance with the environmental policy for United Nations field missions by cleaning up oil spills, conducting environmental baseline studies and implementing a waste-segregation programme. MINURSO intends to take a number of measures, including the use of renewable sources of energy. To that end, it is proposing the installation of two wind-propelled power turbines, as well as solar panels at its three fuel team sites. The Advisory Committee notes, in addition, that UNAMID will be utilizing solar power in lieu of fossil fuels for power generation. **The Committee notes these developments and trusts that information on the results achieved will be submitted in performance reports for the missions for 2010/11.**

Conduct and discipline

73. The report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/64/669) presents information on the number and type of allegations of sexual exploitation and abuse in the United Nations system in 2009, the status of investigations on those allegations and the progress made in the enforcement of standards of conduct related to sexual exploitation and abuse. The Advisory Committee notes that the total number of allegations reported in 2009 rose to 154, compared with the 111 reported in 2008. The Committee also notes that a number of factors could have influenced the figures. For instance, since 2005 the number of Conduct and Discipline Teams has increased (there are currently 14, covering 19 missions), as have training and outreach activities. Increased awareness and the fact that more mechanisms are in place to receive complaints may have led to a greater number of allegations.

74. The Advisory Committee enquired as to the nature of the information that would be posted on the conduct and discipline website mentioned in paragraphs 16 and 28 (b) of the report. It was informed that the website had been launched to explain United Nations policies and strategies to combat sexual exploitation and abuse and other forms of misconduct by United Nations personnel in peacekeeping and special political missions. The website provides information, among other things, on the mandate of the Conduct and Discipline Unit and the Conduct and Discipline Teams, United Nations standards of conduct, the zero-tolerance policy on sexual exploitation and abuse, and the Inter-agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises. The site also provides data relating to misconduct in peacekeeping and special political missions during the period from 2007 to 2009, which is made publicly available in order to meet reporting requirements under General Assembly resolution 62/111. The data is aggregated and does not reflect details about the personnel involved in specific allegations. **With regard to the information posted on the website, the Committee points to the need to respect the confidentiality of the individuals concerned.**

75. **In general, the Advisory Committee is of the view that the Secretary-General's report could benefit from a more in-depth analysis of data and trends. The Committee expects that this will be taken into account in the preparation of future reports on the subject. The Committee also requests that the next report on this issue include an assessment of the impact of recent reforms relating to welfare and recreation in this context.**

II. Global field support strategy

A. Introduction

76. During its consideration of the Secretary-General's report on the global field support strategy (A/64/633), the Advisory Committee met with representatives of the Secretary-General, who provided clarifications. The Committee was provided with supplementary papers to complement the information provided in the Secretary-General's report on the strengthened resource management frameworks, the development of modularized service packages, the establishment of service centres and the integrated human resources management framework. The Committee also requested a considerable amount of additional information to facilitate its consideration of the proposals, which has been incorporated, where relevant, in the context of its observations on the Secretary-General's proposals below.

77. The Secretary-General highlighted the critical support challenges to be addressed by the United Nations in paragraphs 2 to 12 of his report. The identified deficiencies relate to:

(a) The need for mission mandates to be informed by support needs and capabilities;

(b) The financial resources made available for initial mission deployment;

(c) The ability to expedite the delivery of material resources to new and expanding missions on a timely basis;

(d) Procurement procedures, which need to be adapted to the dynamic and time-sensitive needs of field missions;

(e) Adequacy of support for military and police deployment and the difficulty experienced in force generation for military and police, which has an impact on the ability of missions to reach their mandated strengths;

(f) The continued high vacancy and staff turnover rates and their impact on the effectiveness of the implementation of mission mandates;

(g) The increasing risk to the safety and security of staff and its impact on civilian personnel retention rates;

(h) The need for more effective operational cooperation with regional organizations;

(i) The need to optimize use of global resources.

The Secretary-General also points to the need to provide seamless support during the transition from a peacekeeping presence to a special political mission, with an increased focus on rule of law and security sector reform components.

78. The Secretary-General indicates that the objectives of his proposal are to accelerate mission start-up and deployment, as well as to improve the quality and timely delivery of service to field missions, while achieving greater efficiency and economies of scale. He states that in the light of the multiple political, managerial and operational challenges in the field, it is necessary to evolve from managing support to individual missions as independent entities to managing a global support operation (ibid., para. 11). He aims to achieve those objectives through the transformation of service delivery to field missions over a five-year period.

79. His plan for change builds upon the following three interrelated components, as indicated in paragraph 16 of the report:

(a) Strengthened resource management frameworks. The initial steps envisaged for funding the establishment of new or expanding missions include the following:

- The development of a standardized funding model for approval of resources for new or expanding missions (ibid., paras. 48-50)
- Modified arrangements for the financing of new operations, including

(i) The granting of authorization to the Secretary-General, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to draw upon the full balance of up to $150 million of the Peacekeeping Reserve Fund in entering into financial commitments for the establishment or expansion of any individual peacekeeping operation (ibid., para. 55);

(ii) The granting of authorization to the Secretary-General, with the prior concurrence of the Advisory Committee on Administrative and Budgetary Questions, to draw upon the available balance of the Organization's strategic deployment stocks in addition to the commitments financed from the Peacekeeping Reserve Fund for each new or expanded mandate of the Security Council, and replenishment of the strategic deployment stocks only if sufficient funding is available to finance a new or expanding mission (ibid., para. 57);

(b) Service centres:

(i) The development of modularized, predefined service packages for the delivery of services at the global and regional levels. The service packages integrate equipment, materials, supplies and contractual services to standardize and accelerate the delivery of goods and services to the military, police and civilian components of field missions (ibid., paras. 64-68);

(ii) The establishment of a global service centre at UNLB, with a transfer of operational functions from Headquarters to the global service centre and the centralization of strategic direction, oversight and policy-setting at Headquarters (ibid., paras. 70-71);

(iii) The establishment of regional service centres to provide the back-office functions currently performed in field missions and centres of expertise. The first regional service centre is to be established at the Entebbe logistics hub to serve MONUC, UNAMID, UNMIS, the United Nations Support Office for AMISOM (UNSOA), MINURCAT and the United Nations Integrated Office in

Burundi (BINUB) (ibid., paras. 72-83). In-mission support teams would be reduced accordingly;

(c) An integrated human resources management framework, including workforce planning, recruitment and placement, succession management, conditions of service, improved analysis through business intelligence tools, customer service integration and modular service delivery (ibid., paras. 84-85).

80. In paragraphs 26 to 29 of his report (A/64/633), the Secretary-General outlines the benefits of the proposed support model, which include the following:

(a) Improved quality of support services to field missions through the concentration and availability of specialists, tools and facilities in service centres;

(b) The rapid deployment of trained staff from service centres to field missions to assume critical functions;

(c) The efficient use of global resources for field missions, including through reduced mission footprints, strengthened local and regional capacity-building and the diversification of suppliers;

(d) Benefits for staff involved in support activities, including improved safety and living conditions, which should lead to reduced vacancy and turnover rates, and improved recruitment and retention of staff.

In addition, the Secretary-General states that the proposed service delivery model would allow Headquarters staff to concentrate attention on strategic issues, performance monitoring and resource stewardship, and field missions to focus on the implementation of their substantive mandates (see also A/64/633, para. 77 (d)).

B. General comments and observations

81. The Secretary-General proposes a strategy for providing support services to field missions through the establishment of common service centres, modularized service packages, the standardization of processes that are currently duplicated across field missions, and the adoption of best practices. The Advisory Committee notes that the proposed strategy comprises a range of mutually supportive proposals, some of which are interrelated and others that could be further developed independently. **The Committee appreciates the efforts made to develop an overall concept, which in its view outlines a broad and useful framework for improving the efficiency and effectiveness of service delivery to field missions, and the better use of resources, including through the provision of common services. The Secretary-General's proposals also respond to the calls by the General Assembly for the intensification of inter-mission cooperation and the development of a regional approach to the provision of services, where feasible, and with the optimal use of resources.**

82. **While the Advisory Committee recognizes the importance of facilitating mission start-up and improving service delivery, it emphasizes that the Secretary-General's proposals constitute a major undertaking that will have a significant impact on organizational structures, lines of accountability, working methods, processes and procedures. It considers that the range of proposals put forward in the Secretary-General's report are variable in their specificity and lack sufficient clarity in some of these important aspects. Furthermore, the**

Committee found inconsistencies both within the report and in the additional information provided.

83. Upon enquiry, the Advisory Committee was informed that the Secretary-General intended to develop a detailed implementation plan and more elaborate proposals, taking into account the outcome of the deliberations of the relevant legislative bodies. **The Committee urges the Secretary-General, in further developing an implementation plan, to address the above-mentioned issues as well as the related resource implications, timelines, governance, management and budgetary arrangements, and performance benchmarks for consideration and approval by the General Assembly. The plan should also elaborate on the potential risks and risk-mitigation strategies and measures for implementing the recommendations of the oversight bodies.**

84. **In this connection, the Advisory Committee notes the emphasis placed by the Special Committee on Peacekeeping Operations on the need for close consultation between the Secretariat and Member States, in particular troop- and police-contributing countries, in the elaboration of the proposed strategy and in the consideration of its impact on operational effectiveness, as well as its view that the strategy should provide clear management frameworks, reporting lines and accountability arrangements that focus on responsiveness to mission requirements.**

C. Observations on the individual components of the proposal

1. Strengthened resource management frameworks

85. The Secretary-General proposes a series of mechanisms for rapidly identifying and mobilizing the required resources and securing the associated financing. The initial steps envisaged include the establishment of a standardized funding model for the first year of the field mission and measures for the financing of new or expanding missions, including modified arrangements for commitment authority and replenishment of strategic deployment stocks.

Standardized funding model

86. The Secretary-General is requesting authorization to develop proposals for a standardized funding model for consideration and approval by the General Assembly at its sixty-fifth session. As indicated in paragraphs 49 and 50 of the Secretary-General's report (A/64/633), this approach is intended to reflect a more homogeneous approach to operational support requirements, in particular in the early stages of a mission, when the deployment of resources is limited by what can be achieved initially. The Secretary-General envisages the development of a detailed standardized funding model for pre-approval by the General Assembly, with periodical updates and review, in order to maximize the effectiveness of this approach in rapidly securing funding. The Secretary-General further indicates that the assurances provided by this pre-approved model would support the granting of greater financing authority to the Secretary-General for the mandated establishment or expansion of peacekeeping operations, with the concurrence of the Advisory Committee on Administrative and Budgetary Questions for each instance of its execution and financing.

87. Upon enquiry, the Advisory Committee was provided with additional information on the standardized funding model indicating that it would be based on the existing budget structure, standardized costs and resourcing requirements, and focused on the functional capacity that could reasonably be achieved in the first year of the mission. It would also allow for the calibration of resource requirements to mission-specific factors such as:

(a) the expected number and size of locations/sectors the mission is expected to deploy to;

(b) the state of the infrastructure in the host country;

(c) security conditions;

(d) the troop and police pledges received;

(e) the geographical characteristics of the deployment areas.

88. The Advisory Committee was further informed that if a standard model were to be approved by the General Assembly, it could then be used as a basis for preparing requests for the initial commitment authority and budgetary proposals for the first year of new or expanding missions. The Committee noted the ambiguity of paragraph 50 of the Secretary-General's report, which appears to involve the General Assembly only at the time of the approval of the standardized model. In this connection, the Committee was provided with an indicative timeline showing the application of a standardized funding model to fund a new peacekeeping mission under this proposal (see annex V), which would involve the following steps once the standard funding model is approved:

(a) The development and consideration of a request for an initial commitment authority, within 0 to 30 days of authorization of the mandate, to be approved with the concurrence of the Advisory Committee, on the basis of the standardized funding model approved by the General Assembly;

(b) The development and consideration of an initial budget within 30 to 90 days of authorization of the mission, established on the basis of the standardized funding model for the balance of the financial period of the first year of operation of the mission, taking into account the activities that could reasonably be accomplished during the period. The initial budget would be submitted through the Advisory Committee to the General Assembly for consideration and approval, and an appropriation through assessed contributions. Actual expenditure would be reported to the General Assembly at the end of the first year;

(c) The development and submission of a full budget and performance reports in subsequent periods.

89. **The Advisory Committee considers that the establishment of a definitive timeline and sequencing of the envisaged budgetary cycle, combined with the formulation and submission of the initial budget of a mission within 30 to 90 days of the mandate, based on standardized and transparent costing parameters and a reasonable level of funding for the first year of the mission, could be a positive step. This could reduce the need for multiple funding proposals through commitment authority, with or without assessment, and also reduce the likelihood of overbudgeting in the first year of the mission, which has often been the case.**

90. The Advisory Committee emphasizes that the formulation of budget proposals based on a standardized funding model should not in any way lessen the requirement for the full justification of the resources proposed. The Committee also stresses the importance of ensuring that the budget proposals established on the basis of the standardized funding model are anchored in the mandate of the mission, sound planning assumptions and clarity as to the mission's concept of operations, as well as a realistic assessment of the force generation capacity of the mission and the extent to which resources could effectively be utilized during the initial period. While acknowledging the possible usefulness of the standardized funding model, the Advisory Committee emphasizes that it should be submitted for the consideration of the General Assembly through the Advisory Committee and should not in any way derogate from the legislative role of the General Assembly in the consideration and approval of budgets.

91. The Advisory Committee recommends that the Secretary-General be requested to submit proposals for a standardized funding model for the first year of peacekeeping operations for consideration by the General Assembly at its sixty-fifth session, on the understanding that the process would be based on the approach outlined in the paragraphs above.

Modified financing arrangements for new and expanding missions

Commitment authority

92. The Secretary-General proposes that he be authorized, with the concurrence of the Advisory Committee, to enter into commitments up to the full balance of $150 million of the peacekeeping reserve fund, instead of the current limit of $50 million, regardless of the number of Security Council mandates for new or expanding missions. Financial Regulations 4.6 and 4.8 of the Organization would be amended accordingly (see A/64/633, para. 100 (b) (iv)).

93. The current arrangements for commitment authority are set out in section IV, paragraph 1, of General Assembly resolution 49/233 A. By its resolution 59/299, the Assembly approved the inclusion of strategic deployment stocks replenishment within the commitment authority of $50 million per Security Council decision described in resolution 49/233 A.

94. In its resolution 49/233 A, the General Assembly also decided that, if a decision of the Security Council resulted in the need for the Secretary-General to enter into commitments for the start-up phase of peacekeeping operations in an amount exceeding $50 million, the matter should be brought to the General Assembly as soon as possible for a decision on commitment authority and assessment. Among the concerns that led to the setting of a level of $50 million was the need to avert a circumstance in which the peacekeeping reserve fund could be depleted should there be other new or expanding missions, and, also, to avoid too great a lapse of time between the initiation of an action through commitment authority and the presentation of a budget proposal for the consideration of the General Assembly. This would provide Member States with the necessary assurances that budgetary discipline was being maintained and that appropriate intergovernmental direction was being provided with regard to the implementation of the mission's mandate. **The Advisory Committee continues to believe that these factors remain valid and therefore does not recommend a change at this**

stage. The General Assembly may wish to revert to this issue in the context of its consideration of the proposals on the standardized funding model to be submitted for the consideration at its sixty-fifth session, which should also provide a clearer picture of the maximum interval between the authorization of the mission and the submission of the budget, as well as the proper sequencing of the financial cycle (see para. 87 above).

Withdrawal and replenishment of strategic deployment stocks

95. The procedures for the implementation of strategic deployment stocks were established by the General Assembly in its resolution 56/292. Under those procedures, every release of equipment from the strategic deployment stocks triggers an immediate replenishment action, which must be provided for from the budget of the receiving mission. In the case of a new or expanding mission, this requirement implies that a commitment authority must be established before the equipment can be deployed, and that the equipment in question must be funded from within the commitment authority.

96. The Secretary-General proposes that he be authorized, with the concurrence of the Advisory Committee, to draw upon the balance of stores available from the Organization's strategic deployment stocks in addition to the commitments financed from the peacekeeping reserve fund, and to replenish the stores when the mission receives an appropriation. The Committee notes that this proposal could result in considerable delays in the replenishment of strategic deployment stocks, exacerbated by the long lead times for procurement, even after the funding becomes available. Upon enquiry, the Committee was provided with a list showing that 24 missions had received equipment or supplies from strategic deployment stocks, ranging from items such as stationery and computers to heavy equipment (see annex VI). The Committee was further informed that the envisaged mechanism would require prudent management of the withdrawal of such stores, particularly in situations where more than one mission would be launched within a given time frame.

97. **The Advisory Committee points out that the strategic deployment stocks were established as a source of readily available equipment and material to meet the urgent requirements of peacekeeping operations. In view of the large number of field missions having recourse to strategic deployment stocks, the Committee is concerned that the Secretary-General's proposal to enable the drawing of the full balance of strategic deployment stocks for a single mission may have an impact on the Organization's readiness to adequately support other field missions. The Committee also considers that the questions concerning the replenishment of strategic deployment stocks through appropriation rather than commitment authority are closely related to the standardized funding model and the improvements it would bring with respect to the speed, efficiency and transparency of the approval of the initial budget.**

98. **With these considerations in mind, the Advisory Committee recommends that the Secretary-General be authorized to draw upon the strategic deployment stocks up to an amount of $50 million and that the strategic deployment stocks be replenished only when the initial appropriation is received, rather than from the commitment authority. The Secretary-General would therefore be able to draw upon $50 million from the Peacekeeping**

Reserve Fund and $50 million from the strategic deployment stocks, providing him with a total amount of $100 million to fund and equip the start-up of each new or expanding mission. The Financial Regulations of the Organization would have to be amended accordingly.

2. Service centres

Predefined service packages

99. The Secretary-General proposes to establish predefined modules and service packages that would integrate equipment, materials and supplies with enabling services for the delivery of goods and services to support the deployment of the military, police and civilian components of field missions (A/64/633, paras. 64-68). The Advisory Committee was informed that enabling services would be provided through internal capacities or arrangements with commercial contractors and/or pre-agreed Member State standby capacity. With the implementation of predefined service packages, field missions would be provided with turnkey solutions rather than with a set of discrete elements to be procured and assembled at the mission level. The Committee was further informed that a modularized approach would allow for the accelerated delivery of goods and services to field missions and improve their planning and operational capacity. Such an approach would also provide an opportunity to standardize and simplify systems, ensure consistency, apply best-practice principles and achieve economies of scale.

100. As indicated in paragraph 68 of the Secretary-General's report, as an organizing principle, the global service packages will be configured and managed from the global service centre. Regional service centres could, in turn, develop region-specific service packages and/or focus on the regional delivery of global service packages. The Advisory Committee was informed that attention would be paid to ensuring that the predefined service packages would be sufficiently flexible to allow for adaptation and adjustment to the specific operational environment, mandate and dimensions of each mission. The Secretary-General indicates that the work of modularizing certain functions into service packages and establishing product sheets and usage instructions will be launched through a review of the strategic deployment stocks and the systems contracts that are currently available (ibid., para. 65). The Committee was further informed that the review of strategic deployment stocks would be informed by an in-depth strategic review and research on the availability of various products and services, in coordination with the troop- and police-contributing countries. The service packages envisaged to be designed and developed in the initial implementation phase include, for example, deployable security perimeters, black- and grey-water waste-management systems, camp waste-management, pre-engineered steel buildings, and headquarters and sector headquarters greenfield templates.

101. **The Advisory Committee sees merit in the proposed predefined modules and service packages, integrating the goods and the services that are required to make them operational. It recommends that the General Assembly request the Secretary-General to further develop predefined modules and service packages. In so doing, the Secretary-General should bear in mind the need to:**

(a) **Design and develop service packages for military and police activities in close collaboration with the recipients of those services, namely troop- and police-contributing countries experts;**

(b) **Ensure that the procedures put in place will provide for the efficient warehousing and optimized management of stocks, taking into account the observations and recommendations of the Board of Auditors on the life expectancy and efficient utilization of strategic deployment stocks (see the report of the Board of Auditors, A/64/5 (Vol. II), chap. II, paras. 192-202; see also the report of the Advisory Committee on the budget for the United Nations Logistics Base for the period from 1 July 2010 to 30 June 2011 (A/64/660/Add.12));**

(c) **Analyse the cost-effectiveness of the services provided through modularized service packages, including overheads for standby arrangements.**

102. The Advisory Committee notes from the additional information provided to it that the modularized approach proposed could entail significant changes to current practices in the planning and acquisition of goods and services that will be required to create comprehensive service packages, including in the areas of:

(a) Procurement, on the basis of global and regional needs for infrastructure, vehicles, fuel, rations, water, waste management and sustainable energy sources;

(b) The definition of a long-term sourcing strategy that would consider local, regional and global sources, and ensure adaptation to best industry practice, commercial arrangements and supply-chain management. This could include requirements for vendors to maintain a vendor-managed inventory;

(c) The implementation of consolidated service contracts with guaranteed mobilization times adapted to different mission cycles.

103. The Advisory Committee enquired whether the Secretary-General intends to transfer procurement functions and staff currently performing those functions in missions to the regional procurement office (see A/64/697). It was informed that the regional procurement office was intended to function as an outpost of the Procurement Division to enhance regional services. This approach is different from that of the regional service centres, under which functions performed in missions are transferred and consolidated in the regional service centre as a means of achieving greater efficiencies, more stability in teams and greater synergies. As regards the procurement function, field missions would continue to undertake mission-specific procurement activities not related to those to be performed through the integration of acquisition plans executed at the regional procurement office level. The complementary nature of those functions would, in the view of the Secretary-General, ensure that no duplication exists between mission procurement and regional procurement office functions.

104. **The Advisory Committee emphasizes the need to ensure that the changes to current practices in the planning and acquisition of goods and services would respond to mission-specific needs, continue to promote procurement opportunities for vendors from developing countries and countries with economies in transition, and permit local and small vendors to participate in United Nations procurement opportunities, as requested by the General Assembly in its resolution 62/269. The Committee also stresses the need to preserve the integrity of the procurement process in due consultation with the Procurement Division.**

Establishment of the global service centre at the United Nations Logistics Base at Brindisi

105. The Secretary-General proposes to establish the global service centre at the United Nations Logistics Base at Brindisi in the first year of the implementation of the strategy, building on the investments and infrastructure available at UNLB.

106. As indicated in paragraph 60 of the Secretary-General's report (A/64/633), the global service centre would deliver predefined modules for goods and services at the global level. Operational teams with responsibility for global service delivery would also be established at the global service centre over the five-year implementation period. The Committee notes from paragraph 70 of the same report that, in addition to the current tasks performed at UNLB (maintenance of the strategic deployment stocks reserve, provision of logistics, information and communications and training support services, and hosting of tenant units), the global service centre would be further developed to support centres of expertise for service delivery to field missions in the administrative, budgeting and financial management areas, and also provide field central review body secretariat services and deliver predefined service packages for goods and services at the global level. The staffing requirements for the new functions of the global service centre would be met through redeployment from the Department of Field Support at Headquarters. The Director of the global service centre would report directly to the Assistant Secretary-General for Field Support (see A/64/633, paras. 59 and 80). The Secretary-General further indicates that the proposals for the global service centre will be presented in the context of the budget submission to the General Assembly for UNLB for 2011/12 (see also A/64/698, paras. 22 and 23).

107. The Advisory Committee notes from the proposed budget for UNLB for the 2010/11 period that it is proposed that the secretariat of the Field Central Review Board be relocated from Headquarters to Brindisi during 2010/11 (see A/64/698, para. 15). The Committee is recommending against the relocation of the Field Central Review Board to Brindisi. Its comments on this proposal are contained in its report on the UNLB budget proposals for 2010/11 (see A/64/660/Add.12).

108. **The Advisory Committee considers that the envisaged reprofiling of UNLB as a global service centre could have a significant impact on, inter alia, the organizational structure, lines of accountability, working methods, processes and procedures of the Department of Field Support, and the civilian, military and police components of field missions, as well as other Secretariat entities. However, in the Committee's view, insufficient information has been provided in the Secretary-General's report to make an informed judgement on the proposal for the reprofiling of UNLB as the global service centre for field missions.**

109. **The Advisory Committee recommends that the Secretary-General be requested to further develop a concrete and specific proposal in consultation with concerned parties, in particular troop- and police-contributing countries, with budget implications, for the consideration of the General Assembly. The proposal should set out the functions and resources to be transferred, an analysis of the manner in which the services provided would be enhanced and a clear statement on the benefits accruing to all clients and recipients of those services, in particular troop- and police-contributing countries. It should also explain how the operational effectiveness of field missions would be ensured**

throughout the process and how interaction with Member States and the services provided to police- and troop-contributing countries would be maintained. Furthermore, the proposal should provide a cost-benefit analysis, the likely initial investment, recurring costs, risks and mitigation factors, as well as an implementation plan with the main phases and milestones of the project.

110. **In addition, the role of the global service centre in the supply chain and in the planning and management of predefined service modules should be elaborated. Information on the envisaged governance and management arrangements should also be provided, including details on the relationship and lines of command between Headquarters, the global service centre, the regional service centre and field missions.**

111. In paragraph 71 of his report (A/64/633), the Secretary-General states that the United Nations Service Base at Valencia, Spain, would serve as a communications hub for peace operations as well as a secondary active site for disaster recovery (see also A/64/698, para. 23). Upon enquiry, the Advisory Committee was provided with additional information (see annex VII). According to the Secretary-General, the current and proposed distribution of information and communications technology and disaster recovery functions among the United Nations Logistics Base at Brindisi, the United Nations Support Base at Valencia, Spain, the regional service centres and field missions would be as follows:

(a) The United Nations Logistics Base at Brindisi would serve as the primary information and communications technology hub for peace operations;

(b) The secondary telecommunications facility at the United Nations Support Base at Valencia would operate in conjunction with current operations in UNLB to ensure the safety of data assets in the event of a catastrophic incident. It would also serve to provide continuous voice, data and video services to United Nations missions in cases of short-term disruptions;

(c) Information and communications technology operations at the regional service centres would consolidate non-location-dependent information and communications technology activities from missions that are served by the centres.

112. **The Advisory Committee trusts that the review of information and communications technology functions will be carried out in consultation with the Chief Information Technology Officer and will be incorporated into the findings of the ongoing structural review of Organization-wide information and communications technology capacities, to be presented to the General Assembly at its sixty-fifth session (see General Assembly resolution 63/262). The Committee expects that the outcome of that review will be incorporated into the further development of the global field support strategy, as applicable.**

Establishment of a regional service centre at Entebbe

113. The Secretary-General proposes to build on the existing capabilities and infrastructure of the Entebbe logistics hub, currently funded and managed by MONUC, to establish a first regional service centre, which would serve, in addition to MONUC, UNAMID, UNMIS, UNSOA, MINURCAT and BINUB.

114. The missions in the mission area of the envisaged regional service centre at Entebbe currently have a cumulative budget of some $5 billion annually, an overall strength of approximately 50,000 military and police contingents, and 11,500 civilian staff. The Entebbe logistics hub was established in 2006 as a regional hub for common use by missions in the region to enhance the efficiency and responsiveness of logistical support operations (see General Assembly resolution 60/121). In its resolutions 63/291 and 63/273 B, the General Assembly acknowledged with appreciation that the use of the logistics hub at Entebbe had been cost-effective and had resulted in savings for the United Nations, and also expressed its support for the expansion of the logistics hub at Entebbe.

Selection of Entebbe as the first regional service centre

115. Upon enquiry, the Advisory Committee was informed that the selection of Entebbe as a candidate for the first regional service centre had been based on a study conducted by a team of experts engaged by the Department of Field Support in March 2009 to assess the feasibility of establishing Entebbe as a comprehensive service centre, pursuant to the General Assembly's support for the expansion of the Entebbe logistics hub (see resolutions 63/291 and 63/273 B). The assessment study had qualified Entebbe as an eminently viable location for the establishment of the first regional service centre on the basis of the following criteria: safety and security, geographic location, availability of a qualified labour force, quality of life, country infrastructure and optimization of previous investments (see A/64/633, paras. 74 and 77). Upon enquiry, the Committee was further informed that the proposed Entebbe regional service centre would not have a role in logistics, supply chain or warehousing functions, except for MONUC.

116. The Secretary-General indicates that one of the objectives of the Entebbe regional service centre is to reduce the number of civilians stationed at hazardous duty stations and thereby improve living conditions, enhance the ability to attract and retain staff, and reduce vacancy and turnover rates among staff performing administrative functions. The Secretary-General also indicates that the establishment of a regional service centre at a family duty station would create opportunities for international staff in non-family missions. The Advisory Committee notes, however, that while Entebbe is a family duty station for United Nations entities, for United Nations peacekeeping staff it is designated as non-family.[2] **The Committee considers that the designation of Entebbe as a family duty station would facilitate the realization of the expected benefits of the regional service centre approach. It is also important to have an overall picture of the staff and functions envisaged to be relocated to Entebbe (see para. 144 below).**

117. The Advisory Committee enquired as to the consideration given to the question of the scalability of the proposed Entebbe regional service centre. It was informed that the regional service centre model was scalable. In paragraph 61 of his report (A/64/633), the Secretary-General indicates that the regional service centre would have a high capacity to increase or reduce its size based on the missions' cycles, since the operational teams at the service centre would be constituted mainly through the relocation of posts from the missions it serves. If a mission were to close, its contribution to the regional service centre servicing would cease, and the size of the

[2] See A/62/7/Add.14, para. 35, and General Assembly resolution 63/250, sect. II, para. 27.

service centre would be reduced accordingly. The Committee was further informed that space considerations had been factored into the proposal and that the site could provide additional contiguous space for the expansion of the current base facilities.

118. **The Advisory Committee considers that the question of the scalability of the regional service centres is an important aspect to be considered in view of the fact that the drawdown of even one mission could have a significant impact on the volume of activity and resources available to the relevant centre. The Secretary-General should be requested to explain the specific modalities through which the expansion or reduction of capacity would be achieved.**

Cost-benefit analysis

119. In paragraphs 75 to 78 of his report, the Secretary-General provides information on an indicative and preliminary cost-benefit analysis undertaken to identify the economic impact of the envisaged transfer of selected functions to the Entebbe regional service centre. The projected quantitative benefits and costs of the Entebbe regional service centre, which are based on cost estimates for 2010-2011, are detailed in table 1 of the report and show a gross annual benefit of $86,426,000, distributed as follows: (a) back-office efficiencies, $16.4 million; (b) Transportation and Movements Integrated Control Centre, $47.2 million (c) civilian predeployment training, $3.3 million; (d) network standardization and data consolidation, $5.7 million; (e) disaster recovery and business continuity, $3.5 million; (f) offshore software development, $1.2 million; and (g) regional shared resource management and warranty, $9.1 million. As shown in the table, the operating costs for the first year of operations are estimated at $16,584,000, leaving an annual benefit of $69,652,000.

120. Upon enquiry, the Advisory Committee was informed that the initial investments/start-up costs for establishing the Entebbe regional service centre were estimated at some $42 million, mainly for infrastructure development to support the approximately 250 staff members planned to be relocated to the facility in the first year of implementation ($26 million), as well as a call centre ($7 million); the Transportation and Movements Integrated Control Centre ($7 million); and set-up costs for other activities ($2 million). A breakdown of the start-up costs is summarized in table 2 below.

Table 2
Summary of start-up costs for the establishment of the Entebbe regional service centre

(In millions of United States dollars)

Activity	*Cost*
Facilities, transport, security, information and communications technology, medical, training, office accommodations and ancillaries	26
Call centre (development cost, operations, accommodations, information technology support, software licences)	7
Transportation and Movements Integrated Control Centre (development, infrastructure and information and communications technology support)	7
Set-up costs for other activities, including software development, infrastructure and information technology support	2
Total	**42**

The Advisory Committee notes that the net benefit of the regional service centre at Entebbe for the first year is estimated at some $28.8 million, taking into account the gross savings ($86.4 million), non-recurring start-up costs ($42 million) and recurring operational costs ($16.6 million).

121. The qualitative benefits of the regional service centre model are outlined in paragraph 77 of the Secretary-General's report (A/64/633), and include the following:

(a) Improved operational transparency through standardized processes across missions, unification of systems and proximity of staff;

(b) A reduced number of civilians stationed in hardship/hazardous locations;

(c) Improved quality of life for civilian staff;

(d) A reduced administrative burden throughout the entire mission life cycle, allowing missions to better focus on their substantive mandate;

(e) Improved ability to recruit staff to more stable, less hazardous work locations;

(f) Increased stability of operations through reduced staff turnover;

(g) Improved service quality and consistency in the delivery of services through centres of competence;

(h) Simplified implementation of enterprise systems in the field;

(i) Streamlined and expedited decision-making processes through the appropriate delegation of authority.

122. The Advisory Committee further notes from paragraphs 81 to 83 of the Secretary-General's report that, as part of the research on and cost-benefit analysis of the regional service centre, a case study of the United Nations Mission in Liberia (UNMIL) was conducted that reviewed the performance of the Mission from its start-up to its current drawdown phase on the basis of key historical mission data in the areas of staffing, force generation, contract management, facilities/property management, deployment of strategic deployment stocks, and aircraft and transport asset management. According to the Secretary-General, the study demonstrated that, by centralizing transferable back-office functions, UNMIL could have achieved an estimated reduction of 128 posts (3 P-5, 9 P-4, 7 P-3, 4 P-2, 52 Field Service/General Service and 53 United Nations Volunteers) across the mission stages as follows: start-up (39), maintenance (64) and drawdown (25). This would have resulted in savings of $58.3 million from the inception of the mission through the end of 2008. The Committee notes that the estimate is not offset by the costs associated with the execution of the transferred functions in a service centre.

Funding mechanism for the regional service centre

123. The Advisory Committee enquired as to the funding mechanism envisaged for the regional service centre. It was informed that the annual budget proposals for field missions and UNLB were prepared on the basis of the existing model of service delivery, without recognition of the regional or global service centres. If approved, the new service centre approach would be implemented during the year in a phased manner, starting with Entebbe. The first year would be considered a

transitional period during which the centre would be funded from within the resources approved for the relevant missions (see para. 120 above).

124. **The Advisory Committee considers that a more detailed analysis of infrastructure and start-up requirements for the various activities envisaged, actual operational costs and cost-sharing and funding arrangements should be undertaken.**

Formalization of the governance, management and reporting arrangements

125. Concerning the reporting arrangements envisaged, the Advisory Committee was informed that the regional service centre should be viewed as a substructure of the missions being served, funded and staffed by those missions and directed by their mission support leadership. The Secretary-General indicated that, if approved, the regional service centre would report administratively to the global service centre, to avoid the creation of an additional administrative management structure in Entebbe. The Committee was also informed that the Assistant Secretary-General for the Field Support would provide strategic guidance to the regional service centre.

126. **Based on the information provided, the Advisory Committee is not in a position to recommend introducing a reporting line between the regional service centre and the global service centre. Rather, the regional service centre should report to Headquarters and liaise with the field missions that it serves. The Committee stresses the importance of ensuring that the governance and management arrangements for the regional service centre promote effective decision-making and ensure that the regional service centre and its staff remain client-focused and responsive to the needs of military, police and civilian components of field missions.**

Proposed functions of the Entebbe regional service centre

127. The Secretary-General envisages undertaking a range of functions and services under the umbrella of the proposed regional service centre at Entebbe in the areas of back-office processes, air operations, training and information technology, as discussed in the paragraphs below.

Civilian predeployment training

128. As indicated in paragraph 79 (c) of the report (A/64/633), the Secretary-General proposes to deliver civilian predeployment training, currently provided for all missions at UNLB, from the Entebbe regional service centre for the staff of the missions in the region. The training course involves a cost of $8,350 per participant and an average 10-day commitment, including 6 days dedicated for training, a 2-day weekend pause and 2 days for travel to and from Brindisi. It is estimated that 400 new recruits are trained each year for the regional missions. According to the Secretary-General, the delivery of training from the Entebbe regional service centre would result in overall savings estimated at $3,340,000, comprising economies of $2,960,000 under travel costs and $380,000 for daily subsistence allowance. A detailed breakdown of the costs is provided in paragraph 79 (c) of the Secretary-General's report. The anticipated efficiency gains are essentially a result of reduced time and travel expenditures, since regular scheduled United Nations flights could be used. **However, the Advisory Committee points out that a complete cost-**

benefit analysis would need to also take account of the related start-up and operational costs.

129. **The Advisory Committee has consistently emphasized the need to improve the cost-effectiveness of training programmes, including through the delivery of training courses closer to field missions. It is of the view that the envisaged provision of civilian predeployment training at Entebbe is in line with those concerns. Based on the preliminary cost-benefit analysis provided, the Secretary-General should be encouraged to pursue this approach while ensuring that the quality of the training programme is maintained.**

Information and communications technology-related initiatives

Network standardization and data consolidation

130. The Advisory Committee was informed that each of the field missions in the region hosts and operates its own data centre, amounting to a combined total of more than 1,000 physical servers, and that an analysis of the current operational environment and practices had revealed that greater efficiency was achievable through the centralization and consolidation of information technology services and systems. The Secretary-General proposes to transfer to the Entebbe regional service centre certain field applications as well as software development and information technology services currently provided at the mission level. This would allow for the standardization of network infrastructure and information and communications technology equipment, the consolidation of data and a reduction in the number of servers required in each mission. The Committee was informed that, as a result of the aforementioned measures, the following savings could be realized:

(a) Cost savings estimated at $5.7 million as a result of reduced requirements for support personnel and equipment;

(b) A reduction of 246 physical servers, representing 22 per cent of total current server holdings in five field missions.

131. In addition to direct cost savings, the Secretary-General expects efficiency gains related to the reduced, lighter technological presence in the missions and the centralization of information systems and applications used consistently across peacekeeping field missions.

Disaster recovery and business continuity

132. The Advisory Committee was provided with additional information indicating that the proposed consolidation of servers and information technology services at the regional service centre would also reduce the number and location of systems to be backed up. According to the Secretary-General, this would allow for the optimization of disaster recovery and business continuity functions and the utilization of the information and communications technology hub in Valencia to provide a consolidated disaster recovery and business continuity capacity, resulting in overall savings estimated at $3.5 million.

Offshore software development

133. The Secretary-General indicates that some of the existing capacity for the development of field mission software would be transferred to support the

standardization of common field applications to be provided from the proposed Entebbe regional service centre, resulting in reduced costs for software development and information and communications technology infrastructure, as well as qualitative benefits related to the provision of standardized applications to meet the business requirements of field missions. According to the Secretary-General, these measures would provide the following savings:

(a) Reduced requirements of more than 70 per cent for infrastructure development, equipment and associated operational costs, resulting in estimated savings of $780,000;

(b) Reduced staffing requirements at the mission level, estimated at some 17 per cent, resulting in estimated savings of $400,000;

(c) Reduced time and effort required for the development and deployment of applications owing to the centralization of development resources and the use of a standardized approach.

Regional shared resource management and warranty

134. In paragraph 79 (g) of his report, the Secretary-General indicates that the ability to benefit from warranty repairs in Entebbe will allow missions to reduce the stock holdings in their respective mission stores by some 4 per cent of non-expendable equipment. On the basis of current estimates of information and communications technology inventory holdings of $228 million, a reduction in information and communications technology holdings of 4 per cent of total inventory would represent realizable savings of $9.12 million.

135. **Drawing on the preliminary cost-benefit analysis, the Advisory Committee sees merit in the consolidation and optimization of information and communications technology systems, services and infrastructure. It emphasizes that these initiatives should be implemented in consultation with the Chief Information Technology Officer. Information on the measures taken should be incorporated into the findings of the ongoing structural review of Organization-wide information and communications technology capacities (see General Assembly resolution 63/262).**

136. With respect to the benefits expected in terms of the simplified implementation of enterprise systems in the field (see para. 122 above), the Advisory Committee was informed that the streamlining of processes and the consolidation and cleansing of associated data residing in the current administrative systems in the missions would facilitate the migration of data to the enterprise resource planning system at the time of its deployment, and reduce training and support requirements.

Transportation and Movements Integrated Control Centre

137. The Secretary-General proposes to establish the Transportation and Movements Integrated Control Centre to provide an integrated service for planning and movement of personnel and cargo using all available means of transportation for the field missions supported by the Department of Field Support in the central and eastern Africa region. The Secretary-General indicates that the implementation of the Centre is expected to generate significant savings (see A/64/633), para. 79 (b)) through:

(a) Integrated movement planning, so as to optimize the use of passenger and cargo aircraft, leading to a reduction in the aircraft fleet;

(b) Coordinated planning and usage of the wide-body long-range jet for troop rotations, leading to an efficient utilization of aircraft, a reduction in the number of "empty legs" and minimizing reliance on short-term charters.

The Advisory Committee was informed that, in addition, the Transportation and Movements Integrated Control Centre would have primary regional responsibility for the optimization of resources, including infrastructure, airfield support equipment, systems contracts for heavy maintenance handling equipment, transportation governance and associated quality assurance functions, and personnel training. The Committee was provided with additional details on the specific services envisaged to be provided by the Transportation and Movements Integrated Control Centre to the missions in the region, as well as regional special political missions (see annex VIII).

138. According to the Secretary-General, as shown in table 2 of his report, the establishment of the Transportation and Movements Integrated Control Centre, as envisaged, has the potential of generating annual savings of some $47 million, mainly through the reduction in the number of aircraft deployed. These potential savings constitute a large share of the overall savings of some $86 million estimated by the Secretary-General from the establishment of the regional service centre at Entebbe in the first year. The Advisory Committee notes from the summary of the cost-benefit analysis shown in table 1 of the Secretary-General's report that the projected annual operating costs of the Transportation and Movements Integrated Control Centre amount to some $1.8 million.

139. Upon enquiry, the Advisory Committee was informed that in October 2009, an ad-hoc project team composed of two staff members on temporary duty assignment had commenced work, on an ad hoc basis, to review air and surface movement operations and to organize an integrated control centre to optimize the usage of strategic assets in the region. The Committee was further informed that a fully fledged concept of operations was envisaged for later in 2010. The ad hoc team is currently supporting MONUC, UNMIS, UNAMID, MINURCAT, BINUB and UNSOA. The Centre's planned and completed tasks include the following:

(a) The provision of coordinated regional flight services to meet the growing demand for strategic/long-haul movements in the region. A regional flight schedule was launched on a pilot basis on 15 January 2010;

(b) The operation of a wide-body aircraft on long-term charter for troop rotations from the region and elsewhere by 1 June 2010;

(c) The provision of integrated and multi-modal cargo movement support to the missions by 30 June 2010.

The Committee was further informed that on full development and establishment, the centre would have the potential to serve other special political missions and entities in the region and promote inter-agency cooperation.

140. In its previous report on peacekeeping operations, the Advisory Committee had noted the ongoing measures undertaken by the Department of Field Support to improve the efficiency and cost-effectiveness of air operations, on the basis of a regional and global concept methodology (see A/63/746, para. 45, and A/63/696,

paras. 39-46). **The Committee has long called for enhanced inter-mission and regional cooperation in the management of air operations and recalls that some measures, such as long-term charters for troop rotation, have already been implemented.**

141. Upon enquiry, the Advisory Committee was provided with additional information clarifying the respective roles of the Strategic Air Operations Centre at UNLB and the Transportation and Movements Integrated Control Centre. The Strategic Air Operations Centre exercises global operational control over strategic, out-of-mission-area and inter-mission air movements, ensuring that United Nations aircraft are deployed according to the Secretariat's concept of global fleet utilization and fleet optimization, whereas the Transportation and Movements Integrated Control Centre focuses on planning for the movement of personnel and cargo and optimizing resources at the regional level. The specific functions of the Strategic Air Operations Centre are:

(a) To exercise global operational control by the Department of Field Support over strategic, out-of-mission-area and inter-mission air movements, as well as VIP special flights, in coordination with United Nations Headquarters and Mission headquarters;

(b) To ensure that United Nations aircraft deployed for strategic airlift are utilized according to the Secretariat's concept of global fleet utilization and fleet optimization;

(c) To focus on the air operations functions of operational control, including the authorized tasking, initiation, continuation, diversion and termination of United Nations long-term charter aircraft and related flight tracking and monitoring;

(d) To coordinate, in the short to medium term, with the Transportation and Movements Integrated Control Centre to operationalize the global integrated fleet management concept and to support the strategic aviation requirements of the Department of Field Support worldwide with the United Nations fleet.

142. **The Advisory Committee notes that the Transportation and Movements Integrated Control Centre is at a preliminary stage of development. In view of the potential efficiencies and benefits to be gained by the establishment of the Centre, the Committee recommends that the Secretary-General be requested to further develop the concept of the Transportation and Movements Integrated Control Centre in consultation with relevant clients, including in particular troop- and police-contributing countries. He should also pursue any other measures related to the optimization of air operations and the shared use of aircraft. In so doing, the Secretary-General should further clarify the functions, staffing and resource requirements of the centre, as well as coordination and management arrangements.**

Back-office functions

143. The Secretary-General indicates that the back-office functions currently performed in field missions in areas including human resources management, administration, logistics, finance, information and communications technology, regional training and regional field procurement could be provided centrally from the Entebbe regional service centre to the missions it serves. This would involve the relocation of mission staff to the regional service centre. As indicated in table 1 of

his report (A/64/633), the Secretary-General expects to realize $16.4 million in back-office efficiencies in the first year, offset by related costs of $8.3 million. In paragraph 79 of that report, the Secretary-General outlines the elements used to estimate the efficiency gains expected through the implementation of back-office functions, which include:

(a) A head-count reduction. An industry standard of 10 per cent in post reduction across missions has been applied. The Secretary-General indicates that such a reduction would be realized through the elimination of redundant functions once staff have been consolidated in a single location, as well as through the standardization and optimization of processes resulting from the implementation of the regional service centre;

(b) A reduction in requirements for accommodation and operating infrastructure commensurate with the reduction in posts, support costs, including office space, information and communications technology equipment and services, utilities and other costs;

(c) a reduction in operating and maintenance costs in Entebbe in comparison with the equivalent costs in the missions.

144. The Advisory Committee requested additional information on the number and categories of staff proposed to be transferred to the Entebbe regional service centre from the missions in the region. It was informed that a preliminary analysis showed that it was expected that approximately 667 staff would be transferred over the five-year implementation period, distributed by function and mission as follows:

	Human resources	*Financial*	*Information and communications technology*	*Logistics*	*Total*
MONUC	14	76	18	96	204
MINURCAT	6	17	6	66	95
UNAMID	21	66	7	87	181
UNMIS	16	65	10	76	167
BINUB	4	10	2	4	20
Total	**61**	**234**	**43**	**329**	**667**

145. The Advisory Committee was informed that the current personnel structure at the Entebbe logistics base included the following: 231 MONUC posts/positions (57 international staff, 139 national staff and 35 United Nations Volunteers positions); 15 international contractors; 128 casual day workers; 15 regional mission staff on assignment from UNAMID, UNMIS and MINURCAT; 2 staff members for an education grant team; and 9 staff members for the integrated coordination of transportation and movements.

146. The Advisory Committee was also provided with a list of support functions considered for possible transfer to the service centre, as well as location-dependent functions that would continue to be performed in field missions (see annexes IX and X). The Committee notes that the above-mentioned information is based on a preliminary analysis that remains to be further developed.

147. **The Advisory Committee has consistently advocated greater cooperation among missions in the same region. It believes that the provision of common services from the proposed regional service centre at Entebbe is a concept that offers opportunities for achieving improved efficiency and effectiveness. Furthermore, the Committee recognizes that the concept of service centres is not entirely new at the United Nations, having been applied, inter alia, in support of MONUC and the United Nations Assistance Mission for Iraq.** In his current proposal, the Secretary-General is proposing to develop this approach more systematically on a regional basis.

148. **With these considerations in mind, the Advisory Committee recommends that the Secretary-General be authorized to proceed progressively with back-office service delivery at the Entebbe regional service centre. It further recommends that the Secretary-General be requested to start with one or two functions in order to gain experience with the provision of common services on a multi-mission basis. He should evaluate progress, review assumptions, make adjustments and refine working procedures on the basis of lessons learned and report on achievements to the General Assembly after one year (see sect. E below). He should also provide a detailed plan, based on an analysis of the experience gained, for the further development of back-office functions for the consideration of the General Assembly.**

149. **The Advisory Committee emphasizes the need for greater clarity as to the back-office functions and posts that could be transferred to the Entebbe regional service centre, taking into account the potential benefits as well as the impact on the operations of field missions. Consideration should also be given to the issue of local staff in field missions whose functions are envisaged to be transferred to the Entebbe regional service centre, as well as to the impact on local capacity-building.**

3. Integrated field human resources management framework

150. In paragraphs 84 and 85 of his report (A/64/633), the Secretary-General outlines the integrated human resources framework, which focuses on ensuring the predictability, adaptability, capability and timeliness of the delivery of human resources services in the field, as well as reinforced accountability. He indicates that the framework integrates six core functions as follows:

(a) Workforce planning, to ensure an adequate supply of capable and readily deployable external and internal civilian capacities;

(b) Recruitment and placement, to ensure that critical civilian capabilities are identified and obtained in a timely manner through rosters of capable and adaptable staff;

(c) Succession management, to provide a framework for building the capability and adaptability of mission staff by ensuring the continuity of leadership and management positions;

(d) Improving conditions of service, so as to attract and retain the required civilian capacities (see also para. 116 above);

(e) Business intelligence, to provide the information analysis needed to make optimal decisions on the workforce;

(f) Customer service integration and modular service delivery, to provide a focus on the delivery and implementation of customer services and the improvement of responsiveness and efficiency.

151. **In his report on the human resources management, to be submitted for the consideration of the General Assembly at its sixty-fifth session, the Secretary-General would undoubtedly elaborate on the measures taken to address the issues outlined in paragraphs 84 to 86 of his report on the global field support strategy (A/64/633).**

152. **The Advisory Committee remains concerned by the vacancy situation in field missions, which continues to be problematic, and emphasizes that it is essential to make progress in that regard. The Committee considers it important to identify and address the underlying factors that drive the recruitment and retention of staff. An update on the improvements made in this area should be provided annually.**

153. The Advisory Committee's comments on human resources management issues are contained in its general report on peacekeeping operations (see sect. I above). It will also address these issues in detail in the context of its consideration of human resources management issues during the sixty-fifth session of the General Assembly.

D. Human resource requirements for the implementation of the strategy

154. The Secretary-General is proposing to establish an implementation coordination capacity within the Office of the Under-Secretary-General for Field Support to support all activities relating to the planning, coordination and execution of and reporting on the global field support strategy (A/64/633, paras. 97 and 98). He indicates that the implementation coordination capacity will be located both at United Nations Headquarters and in Entebbe.

155. Five posts and one temporary position are proposed for the coordination capacity, as follows:

(a) One D-1 Principal Officer, to be funded through general temporary assistance for a 12-month period for 2010/11, to manage, coordinate and monitor the implementation of the global field support strategy at its initiation phase;

(b) One P-5 Senior Programme Officer, to monitor the range of strategic and operational support issues arising in connection with the implementation of the strategy, throughout the strategy's five-year implementation period, and also to assume the leadership role of the Principal Officer in subsequent years;

(c) Two P-4 Management Officers;

(d) One P-3 Administrative Officer;

(e) One General Service (Other level) staff member.

156. The resource requests related to the coordination capacity are presented under the 2010/11 budget for the support account for peacekeeping operations. The Advisory Committee's recommendations on these proposals are contained in its report on the budget of the support account for peacekeeping operations for 2010/11 (see A/64/753). The Committee is recommending approval of the P-5 Senior

Programme Officer to support and coordinate the implementation of the various initiatives, but does not support the D-1 Principal Officer position.

157. The posts for the P-4 Management Officers, the P-3 Administrative Officer and the General Service (Other level) are proposed to be accommodated through redeployments within the Department of Field Support. The Advisory Committee requested additional information on the existing posts that were being proposed for redeployment and was informed that the Department of Field Support was in the process of identifying those resources. **With respect to paragraph 98 of the Secretary-General's report (A/64/633), in which it is stated that the implementation coordination capacity would be located both at United Nations Headquarters and in Entebbe, the Secretary-General should be requested to identify the posts to be located at Entebbe.**

E. Reporting requirements

158. The Secretary-General is proposing a major initiative to be executed over a five-year period. **Should the General Assembly approve the Secretary-General's proposals, the Committee considers that it would be important, given the scope and the interrelated nature of some of the proposals, that the Secretary-General be requested to submit an annual progress report on the implementation of the various initiatives of the global field support strategy, on the basis of the action taken by the General Assembly.**

159. **Such an annual progress report should provide information on the implementation status of each initiative, inter alia, on the following elements:**

(a) **A timeline showing the key activities, milestones and project deliverables;**

(b) **The benchmarks against which progress could be measured and baseline information on current activity levels, resource requirements and quality of services, and the tools used for measuring efficiency gains and monitoring progress;**

(c) **Achievements in areas such as service delivery improvements, efficiency gains, cost savings and reductions in vacancy and turnover rates in field missions;**

(d) **A full update on the actual costs incurred and administrative overheads related to the implementation of the various initiatives;**

(e) **Information on the quality of services provided to the military, police and civilian components of field missions. The Secretary-General should be requested to determine appropriate methods for monitoring the impact of the implementation of the initiative on the quality of the services provided;**

(f) **An assessment of the adequacy of governance and management arrangements.**

Conclusion

160. With regard to the actions to be taken by the General Assembly, as outlined in paragraph 100 of the Secretary-General's report, the Advisory Committee recommends that the General Assembly be guided by its observations and recommendations in the paragraphs above.

Annex I

Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues related to peacekeeping

Report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2009 (A/64/5 (Vol. II), chap. II), and the related report of the Advisory Committee (A/64/708).

Reports of the Secretary-General on the financial performance of peacekeeping operations for the period from 1 July 2008 to 30 June 2009, on proposed budgets for the period from 1 July 2010 to 30 June 2011 and/or on the disposition of assets that were received by the Advisory Committee in advance or final form by 24 April 2010 and the related reports of the Committee, issued as addenda to the present report, in that order:

United Nations Mission in Ethiopia and Eritrea (A/64/586 and Corr.1, A/64/660/Add.1)

United Nations Mission for the Referendum in Western Sahara (A/64/602, A/64/636, A/64/660/Add.2)

United Nations Mission in the Sudan (A/64/566, A/64/632, A/64/660/Add.3)

United Nations Disengagement Observer Force (A/64/536 and Corr.1, A/64/630, A/64/660/Add.4)

United Nations Peacekeeping Force in Cyprus (A/64/533, A/64/629, A/64/660/Add.5)

United Nations Interim Administration Mission in Kosovo (A/64/604, A/64/661, A/64/660/Add.6)

United Nations Operation in Cote D'Ivoire (A/64/584 and Corr.1, A/64/673 and Corr.1, A/64/660/Add.7)

United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) (A/64/583, A/64/670, A/64/660/Add.8)

United Nations Mission in Liberia (A/64/601, A/64/647, A/64/660/Add.9)

United Nations Stabilization Mission in Haiti (MINUSTAH) (A/64/728, A/64/660/Add.10)

United Nations Integration Mission in Timor-Leste (UNMIT) (A/64/617, A/64/686, A/64/660/Add.11)

United Nations Logistics Base at Brindisi (A/64/575, A/64/698, A/64/660/Add.12)

African Union-United Nations Hybrid Operation in Darfur (A/64/579 and Corr.1, A/64/685, A/64/660/Add.13)

United Nations Interim Force in Lebanon (A/64/542, A/64/641 and Corr.1, A/64/660/Add.14)

United Nations Operation in Burundi (A/64/610, A/64/650)

Support account for peacekeeping operations (A/64/611 and Add.1, A/64/697 and Add.1, A/64/753)

Financing of support of the African Union Mission in Somalia (A/64/644, A/64/754).

Other reports of the Secretary-General concerning peacekeeping and the related reports of the Advisory Committee:

Overview of the financing of the United Nations peacekeeping operations (A/64/643)

Updated financial position of closed peacekeeping missions as at 30 June 2009 (A/64/605, A/64/659)

Global field support strategy (A/64/633, A/64/660, sect. II).

The following report of the Secretary-General is covered in the present report (paras. 73-75):

Special measures for protection from sexual exploitation and sexual abuse (A/64/669).

Annex II

Redeployments for the period from 1 July 2008 to 30 June 2009

(Thousands of United States dollars)

Combined average percentage of redeployment for all missions: 2.50 per cent

	Appropriation			*Percentage of redeployment to total appropriation*	*Reasons for redeployment*
	Original distribution	*Redeployment*	*Revised distribution*		
MINURCAT					
Military and police personnel	75 954	11 926	87 880		Military and police personnel: the redeployment from operational costs was made to address the significant increase in the after-30-days mission subsistence allowance rates for Chad effective 1 June 2008.
Civilian personnel	64 108	9 900	74 008		Civilian personnel: the redeployment from operational costs was made to address the significant increase in the after-30-days mission subsistence allowance rates for Chad effective 1 June 2008, combined with additional requirements with respect to the high level of actual expenditure regarding common staff costs.
Operational requirements	300 734	(21 826)	278 908		Operational costs: the underexpenditures in construction and maintenance services were redeployed to meet additional requirements under military and police personnel as well as civilian personnel costs. Reduced requirements with respect to construction services were attributable to failure to conclude letter-of-assist arrangements with the contractor for the construction of camps for troops; the non-construction of the aviation workshop and the Abeche airfield while awaiting the finalization of the negotiation to get an alternate parcel of land; the failure to conduct the geotechnical survey, because bidders did not match the requirements; and the change in engineering requirements from hard-wall buildings to prefabricated facilities. Reduced requirements with respect to maintenance services were attributable to delayed commencement of repair and maintenance services by the contractor (contract signed in October 2008 with mobilization in February 2009) with respect to cleaning, laundry, pest control, ground maintenance, garbage disposal, fire protection, camp maintenance, hazardous material disposal and fire extinguisher services, as well as management fee.
Subtotal	**440 796**	—	**440 796**	**4.95**	

	Appropriation			Percentage of redeployment to total appropriation	Reasons for redeployment
	Original distribution	Redeployment	Revised distribution		
MINURSO					
Military and police personnel	6 408	129	6 537		Military and police personnel: the redeployment from operational costs was made to meet increased expenditure resulting from the increase in the rate of mission subsistence allowance from $50 per person per day to $52 effective 1 July 2008 and to $54 effective 1 October 2008.
Civilian personnel	15 661	347	16 008		
Operational requirements	23 532	(476)	23 056		
Subtotal	**45 601**	—	**45 601**	**1.04**	Civilian personnel: the redeployment from operational costs was made to address cost overruns under international staff salaries owing to an overall vacancy rate of 7.5 per cent in contrast to the 10 per cent applied in the budget, and to revised salary scales in effect from 1 August 2008 and 1 January 2009, respectively, for Field Service and Professional and higher categories of staff, as well as to address higher common staff costs.
					Operational requirements: underexpenditures in air-operations costs were mostly due to the management decision to re-plan routes for the fixed-wing aircraft leading to fewer actual flying hours than planned, coupled with the associated lower requirement for aviation fuel, cost of services and landing and ground-handling fees. The underexpenditures were redeployed to meet additional requirements under military and police personnel as well as civilian personnel costs.
MINUSTAH					
Military and police personnel	281 148	(597)	280 551		Funds were redeployed from military and police personnel to cover additional operational requirements primarily related to facilities and infrastructure owing to the destruction caused by the hurricanes. The unencumbered balances under military and police were mainly attributable to the lower average strength of the United Nations police contingent compared to budgeted strength and the lower number of rotations owing to extension of the tours of duty of some police officers.
Civilian personnel	128 424	17	128 441		
Operational requirements	165 344	580	165 924		
Subtotal	**574 916**	—	**574 916**	**0.10**	
MONUC					
Military and police personnel	466 355	20 571	486 926		Funds were redeployed to military and police personnel to cover additional requirements for (a) rations and the increased ceiling man-day rates following the renewal of the rations contracts and increased transportation costs owing to the redeployment of 79 per cent of troops to the eastern part of the country; (b) mission subsistence allowances owing to the increase of rates, effective 1 September 2008, from $234 to $260 per person-day for the first 30 days and from $144 to $164 per person-day after 30 days; and (c) increased costs of commercial charter flights and letter-of-assist arrangements for the rotations of contingents. Reduced requirements for aircraft rental and operations were attributable to delays in the conduct of the local elections.
Civilian personnel	242 827	—	242 827		
Operational requirements	478 494	(20 571)	457 923		
Subtotal	**1 187 676**	—	**1 187 676**	**1.73**	

	Appropriation			*Percentage of redeployment to total appropriation*	*Reasons for redeployment*
	Original distribution	*Redeployment*	*Revised distribution*		
UNAMID					
Military and police personnel	649 752	(58 275)	591 477		Redeployments from military and police personnel to civilian personnel were to cover increased requirements for international and national staff owing to higher actual average monthly deployment and an increase in the salary scales, respectively. Redeployments to operational costs were mainly attributable to higher than expected construction costs, security and safety requirements, the establishment of an air bridge and support requirements to deal with the backlog of United Nations-owned and contingent-owned equipment shipments.
Civilian personnel	179 625	12 357	191 982		
Operational requirements	670 333	45 918	716 251		
Subtotal	**1 499 710**	**—**	**1 499 710**	**3.89**	
UNDOF					
Military and police personnel	21 280	173	21 453		Funds were redeployed to military and police personnel as a result of the increased cost of rations ($7.97 per person-day compared to the budgeted cost of $6.59) and higher actual costs of charter flights for the rotation of contingent personnel. Funds were redeployed to civilian personnel mainly owing to the revision of the salary scales for international staff effective 1 January 2009.
Civilian personnel	9 334	308	9 642		
Operational requirements	15 112	(481)	14 631		
Subtotal	**45 726**	**—**	**45 726**	**1.05**	
UNFICYP					
Military and police personnel	24 228	(1 432)	22 796		Funds were redeployed to civilian personnel to cover additional requirements resulting from the revision of salary scales for international staff effective 1 January 2009. The redeployment of funds to operational costs related to fluctuations in the exchange rates between the United States dollar and other currencies, increases in the costs and consumption of utilities and additional alteration and renovation costs.
Civilian personnel	14 564	190	14 754		
Operational requirements	16 059	1 242	17 301		
Subtotal	**54 851**	**—**	**54 851**	**2.61**	
UNIFIL					
Military and police personnel	341 337	—	341 337		
Civilian personnel	92 966	—	92 966		
Operational requirements	216 453	—	216 453		
Subtotal	**650 756**	**—**	**650 756**	**0.00**	

	Appropriation			Percentage of redeployment to total appropriation	Reasons for redeployment
	Original distribution	Redeployment	Revised distribution		
UNMIK					
Military and police personnel	65 011	(13 725)	51 286		The primary reasons for the redeployments of funds between the groups are as follows:
Civilian personnel	110 621	8 824	119 445		The redeployment of funds from military and police personnel was made possible by the retrenchment of the rule of law component, including repatriation of the majority of the military observers and police personnel during the reporting period.
Operational requirements	22 380	4 901	27 281		
Subtotal	**198 012**	—	**198 012**	**6.93**	The redeployment of funds to civilian personnel was necessary to cover termination indemnity payments to 1,098 national staff in the amount of $13.5 million as part of the reconfiguration and retrenchment of the staffing establishment.
					The redeployment of funds to operational costs covered expenditures in relation to rental of premises under facilities and infrastructure.
UNMIL					
Military and police personnel	298 001	(716)	297 285		Funds were redeployed primarily to meet costs associated with the acquisition of vehicles and communications and information technology equipment, including spare parts and supplies; rotation and repatriation of military and formed police contingents, including contingent-owned equipment; fuel; rental and operation of the Mission's aircraft fleet; implementation of the Mission's training programme; and increased international staff costs owing to the conversion of 64 staff members from appointments of limited duration to fixed-term appointments with attendant entitlements under common staff costs combined with increased net base salary and common staff costs effective 1 January 2009.
Civilian personnel	115 294	1 702	116 996		
Operational requirements	190 413	(986)	189 427		
Subtotal	**603 708**	—	**603 708**	**0.28**	
UNMIS					
Military and police personnel	300 210	(901)	299 309		Redeployments were needed to cover increases in international and national staff salaries, as well as 5 per cent increase in the hazardous allowance payments effective 1 January 2009.
Civilian personnel	188 452	6 675	195 127		
Operational requirements	388 232	(5 774)	382 458		
Subtotal	**876 894**	—	**876 894**	**0.76**	

	Appropriation			*Percentage of redeployment to total appropriation*	*Reasons for redeployment*
	Original distribution	*Redeployment*	*Revised distribution*		
UNMIT					
Military and police personnel	57 687	5 169	62 856		Funds were redeployed from operational requirements to cover costs of maintaining formed police units and United Nations police personnel, as the planned repatriation did not take place as budgeted.
Civilian personnel	58 259	5 975	64 234		
Operational requirements	56 896	(11 144)	45 752		Funds were also redeployed from operational requirements to cover additional international civilian staffing costs resulting from increases in mission subsistence allowance rates and actual lower vacancy rates than planned.
Subtotal	**172 842**	**—**	**172 842**	**6.45**	
UNOCI					
Military and police personnel	231 656	3 782	235 438		Funds were redeployed to military and police personnel mainly to cover additional requirements for travel on rotation of military contingents and formed police units and to civilian personnel mainly to cover additional requirements for international staff salaries, common staff costs and staff assessment.
Civilian personnel	91 595	1 655	93 250		
Operational requirements	152 152	(5 437)	146 715		
Subtotal	**475 403**	**—**	**475 403**	**1.14**	
Support of the African Union Mission in Somalia					
Military and police personnel	7 786	(3 791)	3 995		Funds were redeployed to operational requirements to meet the increased costs of facilities and infrastructure, information technology equipment and contractual arrangements for sustainment flights to support African Union troops in Mogadishu.
Civilian personnel	5 482	(1 161)	4 321		
Operational requirements	62 374	4 952	67 326		
Subtotal	**75 642**	**—**	**75 642**	**6.55**	
UNLB					
Military and police personnel	—	—	—		
Civilian personnel	22 714	—	22 714		
Operational requirements	23 055	—	23 055		
Subtotal	**45 769**	**—**	**45 769**	**0.00**	

Annex III

Status of claims for death and disability compensation for 2009 (updated as at 18 February 2010)

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	0	0	0	0	1	54.0
MINUSTAH	20	752.5	0	0	2	76.6
MONUC	19	639.5	7	270.0	7	310.0
ONUB	2	100.0	0	0	2	10.5
UNAMI	0	0	0	0	0	0
UNAMSIL	2	14.5	0	0	0	0
UNAMID	10	310.0	2	100.0	13	322.5
UNDOF	12	21.0	4	5.0	1	3.0
UNFICYP	0	0	0	0	1	50.0
UNIFIL	21	196.7	6	110.0	1	50.0
UNMEE	6	24.5	1	5.0	2	51.0
UNMIK	0	0	0	0	0	0
UNMIL	11	491.9	7	212.0	21	349.5
UNMIS	11	211.2	8	86.5	9	147.0
UNMIT	0	0	0	0	0	0
UNOCI	25	754.3	5	126.2	6	109.2
Total	**139**	**3 516.1**	**40**	**914.7**	**66**	**1 533.3**

B. Death compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	0	0	0	0	1	54.0
MINUSTAH	14	700.0	0	0	1	52.6
MONUC	12	600.0	5	250.0	6	300.0
ONUB	2	100.0	0	0	0	0
UNAMI	0	0	0	0	0	0
UNAMSIL	0	0	0	0	0	0
UNAMID	6	300.0	2	100.0	5	250.0
UNDOF	0	0	0	0	0	0

Peacekeeping mission	Claims paid		Claims rejected		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
UNFICYP	0	0	0	0	1	50.0
UNIFIL	3	152.7	2	100.0	1	50.0
UNMEE	0	0	0	0	1	50.0
UNMIK	0	0	0	0	0	0
UNMIL	9	452.4	4	200.0	3	150.0
UNMIS	2	100.0	1	50.0	1	50.0
UNMIT	0	0	0	0	0	0
UNOCI	13	654.8	1	51.2	1	51.2
Total	**61**	**3 059.9**	**15**	**751.2**	**21**	**1 057.8**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
MINURCAT	0	0	0	0	0	0
MINUSTAH	6	52.5	0	0	1	24.0
MONUC	7	39.5	2	20.0	1	10.0
ONUB	0	0	0	0	2	10.5
UNAMI	0	0	0	0	0	0
UNAMSIL	2	14.5	0	0	0	0
UNAMID	4	10.0	0	0	8	72.5
UNDOF	12	21.0	4	5.0	1	3.0
UNFICYP	0	0	0	0	0	0
UNIFIL	18	44.0	4	10.0	0	0
UNMEE	6	24.5	1	5.0	1	1.0
UNMIK	0	0	0	0	0	0
UNMIL	2	39.5	3	12.0	18	199.5
UNMIS	9	111.2	7	36.5	8	97.0
UNMIT	0	0	0	0	0	0
UNOCI	12	99.5	4	75.0	5	58.0
Total	**78**	**456.2**	**25**	**163.5**	**45**	**475.5**

Annex IV

Resource implications of the regional information and communications technology initiative for 2010/11

(Thousands of United States dollars)

1. Reduction of regional spare parts costs owing to regional management

	Estimated inventory value		*New York Headquarters budget guidelines (7.5 per cent of inventory + 15 per cent freight)*			*Middle east regionalization (5.0 per cent of inventory + 15 per cent freight)*			
	Communications	*Information technology*	*Communications spare parts*	*Information technology spare parts*	*Total*	*Communications spare parts*	*Information technology spare parts*	*Total*	*Cost reduction*
UNIFIL	28 364.2	10 997.7	2 446.4	948.6	3 395.0	1 631.0	632.4	2 263.4	1 131.6
UNDOF	4 370.0	1 226.0	377.0	106.0	483.0	251.3	70.5	321.8	161.2
UNFICYP	2 075.0	1 811.0	179.0	156.1	335.1	119.3	104.1	223.4	111.7
UNTSO	3 095.1	2 050.6	267.0	177.0	444.0	178.0	118.0	296.0	148.0
Total									**1 552.5**

2. Reduction of staff costs

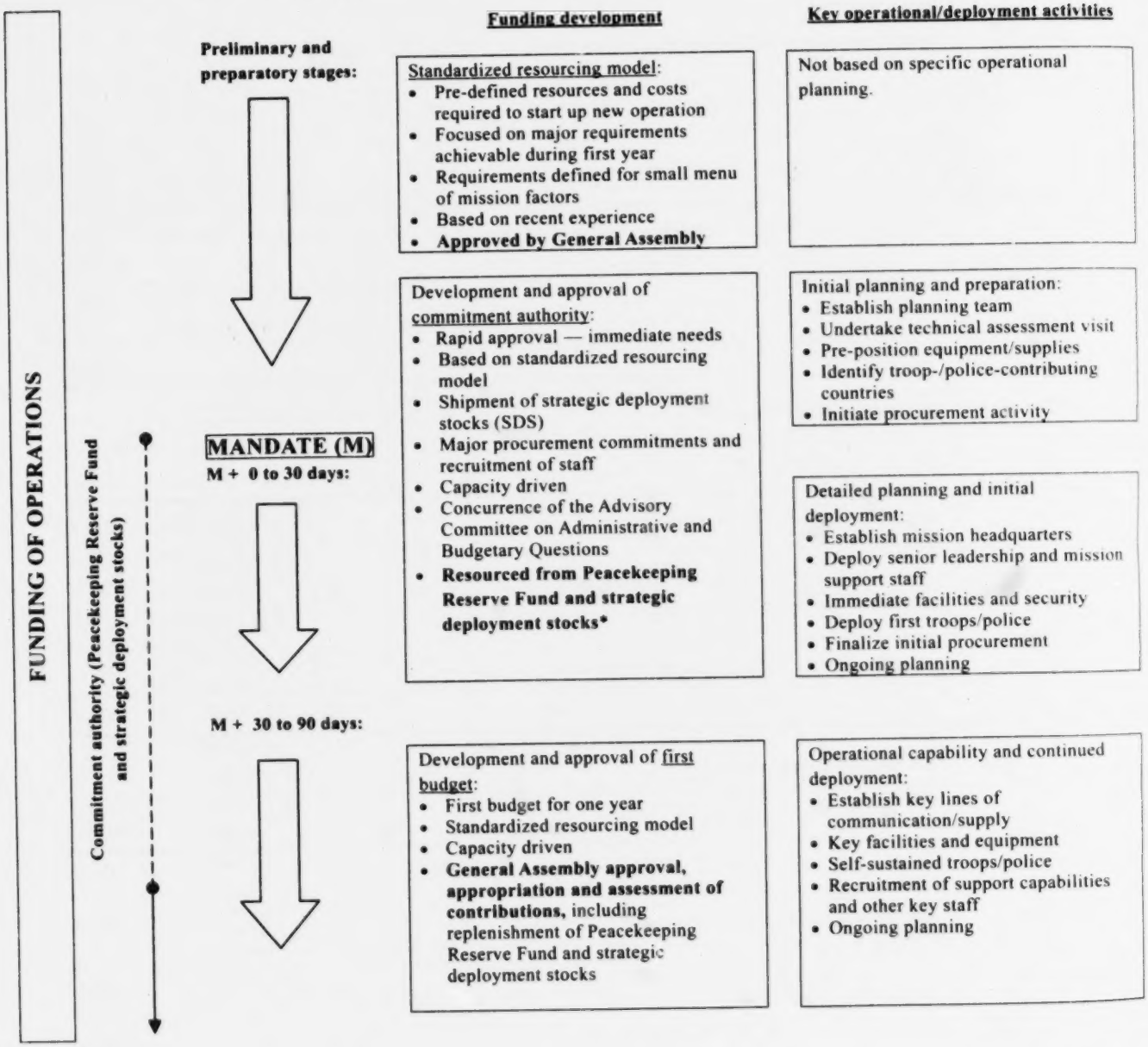
		Number of posts	*Rate*	*Cost reduction*
UNIFIL	Reduction of P-4 international post	1	214.8	214.8
UNIFIL	Reduction of P-3 international post	1	177.6	177.6
UNIFIL	Reduction of Field Service (Other level) international posts	5	157.2	786.0
UNIFIL	Reduction of national General Service posts	10	53.0	530.0
UNIFIL	Upgrade from P-5 to D-1 (Chief)	1	50.4	(50.4)
UNDOF	Upgrade from Field Service (Principal level) to P-5 (Deputy)	1	69.6	(69.6)
Total				**1 577.8**

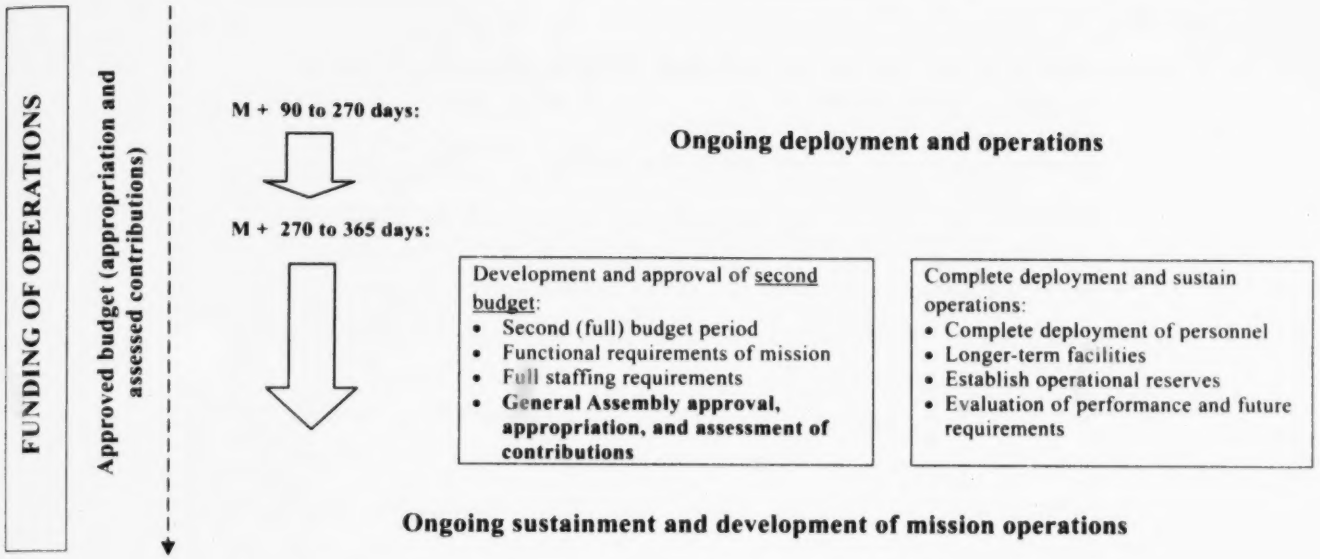
3. Commercial communications

		Cost reduction
UNIFIL	Reduction from use of regional gateways (Internet and public switched telephone network (PSTN) traffic)	125.0
UNTSO/ UNDOF	Reduction in satellite transponder costs	225.0
Total		**350.0**
Total cost reduction		**3 480.3**

Annex V

Application of a standardized funding model to fund a new peacekeeping mission: indicative timeline


FUNDING OF OPERATIONS
Commitment authority (Peacekeeping Reserve Fund and strategic deployment stocks)
Funding development
Key operational/deployment activities
Preliminary and preparatory stages:
Standardized resourcing model:
• Pre-defined resources and costs required to start up new operation
• Focused on major requirements achievable during first year
• Requirements defined for small menu of mission factors
• Based on recent experience
• Approved by General Assembly
Not based on specific operational planning.
MANDATE (M)
M + 0 to 30 days:
Development and approval of commitment authority:
• Rapid approval — immediate needs
• Based on standardized resourcing model
• Shipment of strategic deployment stocks (SDS)
• Major procurement commitments and recruitment of staff
• Capacity driven
• Concurrence of the Advisory Committee on Administrative and Budgetary Questions
• Resourced from Peacekeeping Reserve Fund and strategic deployment stocks*
Initial planning and preparation:
• Establish planning team
• Undertake technical assessment visit
• Pre-position equipment/supplies
• Identify troop-/police-contributing countries
• Initiate procurement activity
Detailed planning and initial deployment:
• Establish mission headquarters
• Deploy senior leadership and mission support staff
• Immediate facilities and security
• Deploy first troops/police
• Finalize initial procurement
• Ongoing planning
M + 30 to 90 days:
Development and approval of first budget:
• First budget for one year
• Standardized resourcing model
• Capacity driven
• General Assembly approval, appropriation and assessment of contributions, including replenishment of Peacekeeping Reserve Fund and strategic deployment stocks
Operational capability and continued deployment:
• Establish key lines of communication/supply
• Key facilities and equipment
• Self-sustained troops/police
• Recruitment of support capabilities and other key staff
• Ongoing planning


FUNDING OF OPERATIONS
Approved budget (appropriation and assessed contributions)
M + 90 to 270 days:
Ongoing deployment and operations
M + 270 to 365 days:
Development and approval of second budget:
• Second (full) budget period
• Functional requirements of mission
• Full staffing requirements
• General Assembly approval, appropriation, and assessment of contributions
Complete deployment and sustain operations:
• Complete deployment of personnel
• Longer-term facilities
• Establish operational reserves
• Evaluation of performance and future requirements
Ongoing sustainment and development of mission operations

* Subject to the extent of mission requirements, and the number of missions drawing in parallel on the Peacekeeping Reserve Fund and strategic deployment stocks, a request may be required for assessment of contributions by the General Assembly.

Annex VI

Missions supported by strategic deployment stocks and sample commodities

Missions supported by strategic deployment stocks

United Nations Mission in the Sudan (UNMIS)

United Nations Mission for the Referendum in Western Sahara (MINURSO)

United Nations Mission in the Central African Republic and Chad (MINURCAT)

United Nations Military Observer Group in India and Pakistan (UNMOGIP)

African Union-United Nations Hybrid Operation in Darfur (UNAMID)

United Nations Peacekeeping Force in Cyprus (UNFICYP)

United Nations Mission in Liberia (UNMIL)

United Nations Truce Supervision Organization (UNTSO)

United Nations Stabilization Mission in Haiti (MINUSTAH)

United Nations Political Office for Somalia (UNPOS)

United Nations Operation in Côte d'Ivoire (UNOCI)

United Nations Office for West Africa (UNOWA)

United Nations Support Office for AMISOM (UNSOA)

United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)

United Nations Interim Force in Lebanon (UNIFIL)

Office of the United Nations Special Coordinator for Lebanon (UNSCOL)

United Nations Assistance Mission for Iraq (UNAMI)

United Nations Interim Administration Mission in Kosovo (UNMIK)

United Nations Mission in Nepal (UNMIN)

United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA)

United Nations Integrated Mission in Timor-Leste (UNMIT)

United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)

United Nations Organization Mission in the Democratic Republic of the Congo (MONUC)

United Nations Disengagement Observer Force (UNDOF)

United Nations Assistance Mission in Afghanistan (UNAMA)

List of sample commodities

- Desktop and laptop computers
- Telephone private automatic branch exchange (PABX) systems
- Videoconferencing systems
- VHF and UHF radios
- Radio broadcast stations
- Antenna towers
- Satellite communication suites
- Mobile telecommunications vehicles
- Prefabricated accommodation
- Kitchen/diner modules
- Generators
- Water pumps
- Water storage tanks
- Refrigerated containers
- Defence stores
- 4 x 4 vehicles
- Armoured cars
- Light trucks
- Heavy trucks
- Forklifts
- Fuel trailers
- Water trailers
- Sewage trucks
- General supplies
- Furniture
- Stationery
- Cleaning materials
- Safety and security equipment
- Identification card systems
- United Nations accoutrements
- Fragmentation vests
- Medical equipment and supplies

Annex VII

Proposed distribution of information and communications technology and disaster recovery functions among the United Nations Logistics Base at Brindisi, the United Nations Support Base at Valencia, the regional service centres and field missions

1. The United Nations Logistics Base at Brindisi, Italy, serves as the primary information and communications technology hub for peace operations. The secondary telecommunications facility at the United Nations Support Base at Valencia will operate in conjunction with current operations of the United Nations Logistics Base to ensure the safety of data assets in the event of a catastrophic incident. It will also serve to provide continuous voice, data and video services to United Nations missions in cases of short-term disruptions. Information and communications technology operations in the regional service centres will include consolidating non-location-dependent information and communications technology activities from missions that are served by the regional service centres, enabling administrative activities within the service centre and facilitating relocation.

2. The centralized hub for telecommunications, data storage and disaster recovery and business continuity at the United Nations Logistics Base at Brindisi has fulfilled an ever-increasing requirement for efficient and cost-effective telecommunications and information technology services for peacekeeping operations. The services provided include Internet, long-distance calling, e-mail, Web mail, help desk, centralized information systems, data backup, etc. Although limiting operations to a single site allows for economies of scale and efficiencies, it presents an enormous risk of compromising the core functions of field missions in the event of a system failure. A geographically redundant secondary active telecommunications facility is therefore being established in Valencia, Spain, to ensure the integrity of the core information and communications technology functions of the Department of Peacekeeping Operations. Both the Logistics Base and the Support Base will be continuously "online" (active/active). Both the primary (Brindisi) and secondary (Valencia) facilities will be considered as "live" operational hubs, i.e., the workload will be distributed to both sites simultaneously and neither facility will be on standby. Each facility will have the capacity to absorb some or all of the work of the other for an extended period of time. In technical terms, the Logistics Base and the Support Base are therefore considered as one integrated facility.

3. Information and communications technology activities in the regional service centres can be grouped into three major segments: non-location-dependent activities from the regional missions that can be consolidated in the regional service centre, similar to the financial and personnel activities that will be relocated; activities in support of the operations of the regional service centre, such as providing regionalized telecommunications services and information systems; and providing business continuity infrastructure to facilitate relocation from regional missions during emergencies.

Annex VIII

Specific services to be provided by the Transportation and Movements Integrated Control Centre

1. The Transportation and Movements Integrated Control Centre will combine the movement of personnel and cargo between missions in Africa, using all available transportation assets and any mode, including optimized utilization of long-haul passenger and cargo aircraft. This approach considers transportation requirements on a regional and global basis, representing a significant break with past non-integrated transportation management practices that considered requirements and assets on a mission-by-mission basis. The Centre will review and assess all cargo and passenger movement requirements that are outside the scope of a particular mission but within the African region, and then plan and executive movements in the most cost-effective manner.

2. The following services will be provided regionally by the Transportation and Movements Integrated Control Centre to the United Nations Organization Mission in the Democratic Republic of the Congo, the United Nations Mission in the Sudan, the African Union-United Nations Hybrid Operation in Darfur, the United Nations Mission in the Central African Republic and Chad and the United Nations Support Office for AMISOM. The Centre will also support regional missions of the Department of Political Affairs, such as the United Nations Integrated Office in Burundi, the United Nations Political Office for Somalia and special offices in support of the Great Lakes Region:

- Regional passenger/cargo transportation control and coordination to ensure that priorities are managed and addressed
- Oversight and optimization of regional transportation resources
- Transportation governance
- Infrastructure support services
- Mass evacuation/relocation
- Mission integrated support team (to support missions in dealing with urgent operational and infrastructure issues)
- Strategic air medical support
- Regional coordination and support for search and rescue operations in concert with the host countries
- Regional approach to technical training and technical certification programmes
- Opportunity to delegate contract management and invoice processing on maturity of operations.

Annex IX

Support functions considered for possible transfer to the service centres

Field human resources

- Classification
- Recruitment on-boarding; contract management; staffing and expert panels, etc.
- Staff benefits and entitlements administration
- Integrated check-in/check-out

Field finance and budget

- Initial budget preparation
- General ledger
- Accounts payable
- Accounts receivable
- Payroll
- Treasury

Information and communications technology

- Disaster recovery and support
- Information and communications technology field infrastructure support
- Information and communications technology telephone billing
- Technical training
- Field software maintenance and support
- Mobile technical support teams

Logistics

- Coordination of support plans and logistical operations
- Integrated transport and movement coordination services
- Regionally based geographic information services
- Planning and design of field engineering deliverables
- Regionally adapted and viable environmental plans and design standards, including compliance assessment
- Umbrella agreements for medical support

Training

- Regional training

Annex X

Location-dependent functions that would continue to be performed in field missions

Finance

- Budget preparation: cost centre submission and mission submission
- Reporting (external — performance reports — results-based-budget reporting, financial statements)
- Reporting (internal — management reports — cost centres, forecasts)
- Cashier/treasury functions

Personnel

- Local recruitment
- Local staff entitlements and benefits administration
- Staff service centre liaison
- Staff counselling

Facilities management

Medical

- All medical functions that serve staff in the field

Information and communications technology

- Local information and communications technology technical support (help desk, user, technical (desktop) support)
- Local information and communications technology asset management
- Local information and communications technology security management
- Telephone operations
- Network operations and administration
- Radio frequency management
- Network administration
- Videoconferencing provision and support

Procurement

- Field missions will continue to operate procurement functions not related to the integration of acquisition plans executed at the regional procurement office level

Logistics

- All mission logistics functions that require a presence on the ground to execute, particularly those that relate to military, police and political affairs support, will remain in the mission.